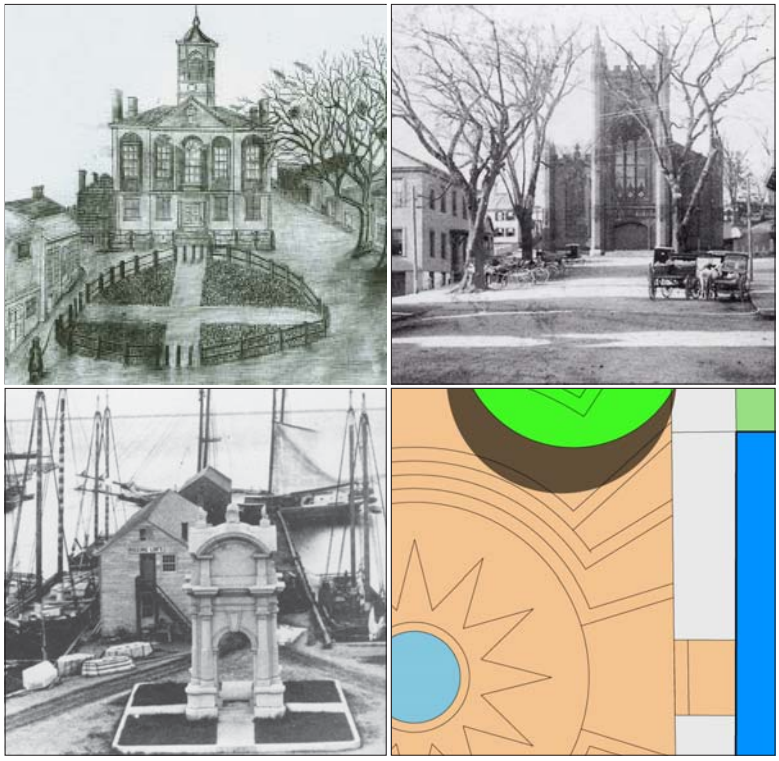


# *PLYMOUTH PUBLIC SPACE ACTION PLAN*

Downtown / Harbor District Study
Town of Plymouth, Massachusetts
June 2007


***Prepared by:***
Carlone & Associates
Architecture Town Design Implementation

***Assisted by:***
CDM / Camp Dresser & McKee Inc.
Bluestone Planning Group
GLC Development Resources, LLP
Stantec Consulting Services, Inc.

# *PLYMOUTH PUBLIC SPACE ACTION PLAN*

Downtown / Harbor District Study

June, 2007

***Town of Plymouth, Massachusetts***

Mark Sylvia, Town Manager

Melissa Arrighi, Assistant Town Manager

***Board of Selectmen:***

Richard J. Quintal, Jr., Chairman
Jean S. Loewenburg, Vice Chairman
David F. Malaguti
Kenneth A. Tavares
Daniel "Butch" Machado

***Department of Public Works:***

Roger Hammond, Director
David Gould, Environmental Manager & Action Plan Director
George Crombie, Former Director
James Downey, Transportation Engineer

***Planning Board Representative & Chairman of the Stakeholders Committee:***

Larry Rosenblum

***Department of Planning & Development:***

Lee Hartmann, Director
Valerie Massard, Senior Town Planner

***Stakeholder Committee Members:***

James Baker, Historian
Linda Benezra, League of Women Voters
Peggy Baker, Pilgrim Hall
Bobbi Clark, Downtown Center Steering Committee
Paul Cripps, Destination Plymouth
Ric Cone, Neighborhood Historic Committee
Deb Falzoi, Shift Gears Marketing
Lieza Dagher, Town Resident & City Planner
Andrew Kusmin, Plymouth Art Guild
Denis Hanks, Economic Development Director
John McDonagh, Plimoth Plantation
Tom Jaeger, Plymouth Development Corporation
Susan Melchin, Lily's Apothecary
William Keohan, Community Preservation Committee
Enzo Monti, Capital Outlay Comm.
Margaret Lloyd, Chirst Church Parish Episcopal
M. Lee Regan, AFSCME Union
Leo & Nancy Martin, Jenney Grist Mill
Al Saunders, Harbor Committee
Dinah O'Brien, Plymouth Public Library
Tom Wallace, Chamber of Commerce
James Roth, Historic District Commission
Marie Whiting, Pilgrim's Progress

***Research & Interview Participants:***

Tom Bruce, District Resident
Kevin Gadsby, BOJ Construction
Ivan Lipton, Plimoth Plantation
Peggy Page, Plimoth Plantation
John Talcott, Jr., Resident
Justin Thain, District Resident
Nicky Chavers, Playwright & Producer
Paul Jehle, Plymouth Rock Foundation
Chief Randy Rodney Joseph, Federation of Old Plimoth Indian Tribes
Tom O'Brien, Plymouth County Treasurer

***Consulting Team Members:***

| | |
|---|---|
| Carlone & Associates, Prime Consultant | Dennis Carlone, Michael Caronchi & James Carlone |
| CDM / Camp Dresser & McKee Inc. | John Kissida & Scott Landgren |
| Bluestone Planning Group | H. Lawrence Bluestone |
| GLC Development Resources, LLP | Drew Leff & Dave Fulton |
| Stantec Consulting Services, Inc. | Ronald Headrick |

# *Contents*


1 **Introduction & Executive Summary** ..... 3
Public Space Definition
Action Plan Objectives
Summary of Recommended Actions

2 **Issues & Observations** ..... 7
Natural Conditions
Land Use & Development Characteristics
Open Space
Transportation & Parking
Zoning
Historic Resources
Cultural Attractions
Interest Group Perspectives

3 **Historic Themes** ..... 17

4 **Pressures for Change** ..... 19

5 **Opportunities & Recommendations** ..... 20
District-Wide Thematic Opportunities
Site Specific Opportunities & Recommendations

6 **Real Estate Economics & Recommendations** ..... 29
Plymouth Region Overview
Overview of Market Advantages & Dysfunctions
Economics: Current Market Conditions &Issues
Recommendations

7 **Town Design Framework** ..... 38
Strengthen Waterfront to Downtown Connections
Create a Continuous Harbor Walkway
Strategically Locate & Design Parking Garage Structures
Implement a Quality Signage/Information/Kiosk System
Increase Number & Type of Memorable Cultural Attractions
Identify Key Development Sites

8 **Public Space Design** ..... 46
Town Square & Leyden Street
Jenney Environmental Park & Pond
Court Square with New Link to Burial Hill
Water Street Promenade & New Piers/Marina
Depot Square
Town Pier & Wharf
Nelson Park & Beach
Stephen's Field

9 **Plan Implementation** ..... 67
Public Space Prioritization
Action Plan Budget Costs
Public Improvement Funding Sources
Implementation of Public Improvements
Private Improvements

10 **Benefits from the Public Space Plan** ..... 75

**Appendix: Selected Historic Highlights** ..... 77

**Notes** ..... 95
**Bibliography** ..... 99
**Illustration & Photograph Credits** ..... 101

A
B
C
D
E
F
G
PLYMOUTH HARBOR

# 1 *INTRODUCTION & EXECUTIVE SUMMARY*

1. ***Existing Conditions*** (left) ***The Downtown/Harbor District study area (outlined in red) is approximately 1.5 miles in length along the waterfront and covers 183.3 acres. The district includes 7 existing public spaces (A-G), which are the primary subject of this study. The waterfront includes Nelson Park & Beach (A) at the upper left and Stephen's Field (B) at the lower right of the site plan. The downtown core includes Jenney Park (C), Burial Hill (D), Court Square (E), Depot Square (F) and Mabbett's Park (G). Smaller changes are recommended for Brewster Gardens and Pilgrim Memorial State Park.***

In 2006 the Plymouth Department of Public Works authorized the Carlone & Associates team of urban / town designers, architects, landscape architects, planners and real estate consultants to create an overall Public Space Action Plan for the Downtown / Harbor District. The purpose of the plan is to better connect and enhance the existing social, environmental, historic and economic fabrics of the community[1] that, when implemented, will benefit all - neighborhood and town, public and private - in a fair, well-considered and dynamic way.

This 183.3-acre comprehensive study focuses on improving existing public spaces and their linkages to each other. In a number of cases, the plan includes recommendations for key adjacent "soft" properties, which when properly programmed and constructed will define, enrich, and give greater life to the town's open spaces.

Four underlying goals have guided this town design study:

1. Increase the economic vitality and business climate of Downtown and the Harbor;
2. Identify capital improvements that serve as investments to attract private development;
3. Increase the attractiveness of major public spaces; and
4. Broaden public awareness and historical interpretation of all Plymouth eras.

2. ***Plymouth Aerial Photograph*** ***The interrelationship of the Downtown core of the study area with Plymouth Harbor is clearly stated in the photograph on the right. Brewers Marina is at the bottom and a portion of Nelson Park & Beach at the top of this view. Note how few boats are between State Pier at Pilgrim Memorial Park and the Town Pier area.***

Good ideas have a life of their own and this plan builds on previous work by Town residents, staff and their consultants – in particular The Plymouth Center Task Force's ***Downtown Village Center/ Waterfront Master Plan*** of 2004, and the 2006-2007 series of Stakeholders' discussions and recommendations.

3. ***Brewster Gardens*** *Town Brook flows through the center of the park's recent reconstruction. The Gardens' transformation and quality maintenance has attracted significantly more visitors than in the past.*

Few town centers in New England offer the natural resources, topography, historic landmarks, downtown vitality and community interest of Plymouth.[2] Overlooking a handsome harbor setting, Plymouth's Downtown / Harbor District consists mainly of its town center, with waterfront connections to two nearby parks.

Plymouth's many assets, inevitable pressures for change, and the enthusiasm of many interest groups provide opportunities for creating a more positive future for the Downtown / Harbor District. This Action Plan analyzed existing opportunities and developed an exciting vision which meets the study goals for the area.

4. ***Town Square*** *For over 325 years, Town Square was the heart of Plymouth's civic, religious and commercial life. Little about the square today helps make it a people place, except perhaps on Sunday when both churches have services.*

## A. *Public Space Definition*

The great American landscape architect Frederick Law Olmsted believed you could judge a people by their public spaces. Indeed, Plymouth residents are very proud of their well-maintained parks and streets. Their eyes literally shine when discussing the recent beautiful transformation of Brewster Gardens or the visual richness and scale of North Street. But a different expression emerges when residents discuss the ***existing*** Town Square. People love Town Square for its history and for its 18th and 19th century buildings - but not for the traffic island, nor the surrounding asphalt, nor for the notable absence of weekday activity.

For purposes of this report, a town public space is a specific place that exhibits the following attributes: 1) it serves the community and usually includes pedestrian amenities, 2) it is imbued with historic importance, and 3) it helps give meaning to the town, district or neighborhood. There are three physical components of every successful town public place: 1) public ways (streets and sidewalks), 2) public squares (parks and open spaces) and 3) bordering building facades which help animate and give definition (or form) to the space.

## B. *Action Plan Objectives*

Objectives for each of Plymouth's four goals are listed below. Each helps clarify actions needed to achieve Town goals.

5 & 6. ***The Russell Building, 1889 and One Court Street*** (below) ***Two of the most important buildings in downtown, these handsome structures benefited from storefront reconstruction based on traditional design. Many other buildings would improve with a similar approach.***

Goal 1. ECONOMIC DEVELOPMENT: Increase the Economic Vitality and Business Climate of Downtown and the Harbor

- Attract more visitors to Plymouth and increase visitor days and spending
- Get Waterfront visitors 'up the hill' to patronize Downtown
- Strategically utilize public improvements to leverage private development
- Identify 'public/private partnership' opportunities
- Present a greater range of products from town cultural events to retail offerings
- Expand employment and recreation opportunities

Goal 2. FISCAL FUNDING: Identify Capital Improvements that Serve as Investments

- Identify State and Federal funding sources for capital improvements
- Leverage public improvements to attract private development
- Expand the Town tax base
- Identify innovative local funding sources for desired improvements
- Build the case at Town Meeting that certain locally-funded public improvement projects are investments which will leverage economic development

Goal 3. CIVIC BEAUTIFICATION: Increase the Attractiveness of Major Public Spaces Including Existing Parks, Burial Grounds, Harbor Edges and Downtown Streetscapes and Squares

- Create two 'Gateways' into the Downtown and Harbor
- Continue to restore Downtown structures
- Focus on 'pedestrianizing' the Waterfront and making it public
- Ensure new construction appropriately defines and enriches all public spaces

Goal 4. HISTORIC AWARENESS/WAY-FINDING: Broaden Public Awareness and Historical Interpretation of All Plymouth Historical Eras

- Interpret and highlight all eras
- Better link Harbor sites with noteworthy historic inland sites
- Improve 'Way-finding' to reach important sites through better signage and promotion
- Create better visitor amenities: information locations, restrooms, benches, signage
- Explore engaging ways to bring history to life
- Seek National Historic Park status

## C. *Summary of Recommended Actions*

The following actions are the necessary prerequisites to realizing an enhanced, prosperous and vital Downtown / Harbor District. A full and more detailed account of each recommendation is addressed in chapters 7 / Town Design Framework, 8 / Public Space Design and 9 / Plan Implementation.

1. Significantly upgrade key town center open spaces and strengthen pedestrian and bicycle linkages between all public spaces.

2. Expand and reinvigorate existing museums, historic settings, theatrical offerings, restaurants and harbor amenities to make a stronger overall destination.

3. Enhance, protect and restore all historic resources within the downtown.

7. ***July 4th Parade Sponsored by numerous civic groups, Plymouth has many cultural events that the public (resident and visitor alike) can participate in and enjoy. One town entity should coordinate and promote all events in order to maximize their effectiveness.***

4. Develop stronger and more attractive pedestrian and jitney connector streets to better unite downtown with the heavily visited harbor.

5. Work with existing and new businesses, neighborhood residents, landowners, and State agencies to develop and improve the harbor, town squares, retail and office activity, and museums and other cultural attractions.

6. Promote more appropriate development of valuable waterfront sites that are primarily now parking lots by relocating parking spaces into new, properly screened garage structures within a half block of Main and Court Streets.

7. Coordinate and promote all Town cultural events through one unified entity, and expand the range of offerings.

8. ***Brockton & Plymouth Street Railway, 1889 to 1928 Trolleys were very popular at the turn of the century. Everyone could easily go from one end of town to the other relatively quickly and inexpensively.***

8. Maximize the presence and impact of a continuous shuttle, trolley and / or bus system throughout town.

9. More widely promote the full range of Town historic happenings, people and architecture.

10. Develop and coordinate quality signage and map / events / history posting kiosks to better tell the story of Plymouth and what the town offers, as well as help visitors more easily find their way.

# 2 *ISSUES & OBSERVATIONS*

9. ***Project Kickoff Meeting/Area Tour Town-invited guests, a cross section of private and public stakeholders with interests in the study area, discuss project related issues.***

The future of Plymouth will be determined as much by the way things are now as by plans for change. For any plan to be successful, the needs and desires of people who live, work and own property in the district must first be acknowledged and considered. Every town has issues that require new approaches to problems that need solving. Plymouth's recognition that it was time to revitalize its open spaces led to Brewster Gardens' restoration and to this Public Space Action Plan. Similarly, other issues or challenges such as limited cultural attractions, under-utilized buildings, and underdeveloped waterfront sites must be identified and dealt with. Many are addressed in this report.

A number of significant opportunities also exist. If the public and private sectors properly capitalize upon these opportunities, existing conditions can substantially improve. This chapter summarizes the issues and observations which have been considered in preparing the district's Public Space Action Plan.

## A. *Natural Conditions*

10. ***Harbor Seawall Built almost ninety years ago, the wall extended flat land eastward along Water Street. More recently, sharp rocks were added on top of the wall to prevent anyone from sitting on it and possibly harming themselves. A more inviting solution is needed.***

The 1.5 mile length of the study area directly fronts on the harbor with Nelson Park & Beach to the north and Stephen's Field on the south. The heart of the waterfront consists of filled land. Filled areas include Pilgrim Memorial State Park (circa 1920), the Water Street seawall area and the Commonwealth's DeMarsh State Boat Ramp and Parking Lot. When walking, running or riding through most of the study area, one is always aware of the harbor.

The downtown's north and south public ways of Water Street and Main / Court Streets are relatively flat. However, the district's east / west streets have varied elevation changes. Leyden Street is the steepest, but North and Brewster Streets also have a strong change in grade. The hilly profile is an integral part of Plymouth's character. Cole's Hill is 40 feet above sea level and directly overlooks the harbor. Watson's Hill, at approximately 100 feet above sea level, and Burial Hill, 130 feet above sea level, are set back from the waterfront. Town Brook, a handsome 1.5 mile long fresh water source, runs between the hills. The brook begins at Billington Sea, includes a number of

11. ***Leyden Street*** ***Walking uphill to Town Square on the oldest street in New England can be challenging for some town visitors, especially during hot summer days.***

12. ***Court Street*** ***Main Street (shown in the distance where trees begin) and this block of Court Street are the dominant downtown retail areas.***

13. ***Middle Street Parking Lot*** ***At the very center of Plymouth's most historic area (the heart of Old Plymouth) one side of the block was removed for a parking lot, which abuts the rear of Leyden Street residences.***

smaller ponds (one of which is Jenney Pond) and empties into the harbor. The town's varied, sometimes steep, rise in elevation inhibits visitors from walking up from the waterfront to Main and Court Streets, and inland historic sites.

Other natural conditions, such as the direction of the sun and the shadows it casts, severe storms from the northeast, winter winds from the northwest, and gentle summer breezes from the southwest, should all be considered in the site design of new developments.

## B. *Land Use and Development Characteristics*

The study area once contained all of the land uses traditionally found in American downtowns. Main and Court Streets are still the main retail/commercial areas. However, the past 35-40 years have seen shifts in land uses and reduced activity in what was Plymouth's dominant shopping and business area. Some indicators of these changes are: large availability of downtown and waterfront properties for sale, high percentage of waterfront properties serving as parking lots, expansion of rival suburban commercial developments, vacant storefronts, growing tourism competition, scheduled and recent relocation of the County Courthouse and Registry buildings, earlier departures of the Library and Police Station, and deterioration of downtown's public spaces. The remaining institutions are largely visitor-oriented and include Pilgrim Hall Museum, the 1749 Courthouse/Town Museum and a number of fine historic house museums. The one entertainment facility shared by residents and visitors is Memorial Hall, a theater and performance center. Although signs of historic restoration have begun in town, some commercial properties show signs of deterioration.

The residential sections of the study area consist primarily of 2 and 3-story wood frame structures, and a few notable brick houses. Compared to the downtown core, some residential areas abutting Main/Court Streets are spaced out, although Leyden and North Streets are more densely built. North Street has a wonderful blend of uses including retail, institutional and residential.

Much of the former industrial land is now part of Brewster Gardens and its immediate surroundings. Depot Square was another focus of industry in the district. The only remaining industrial structure is located at Water and Union Streets.

## C. *Open Space*

The age of the automobile has altered many town center squares and parks to create more parking spaces and broader turning radii for trucks and buses. Town government and residents have recognized most public spaces need revitalization. This awareness led to the recent, much acclaimed transformation of Brewster Gardens.

14. ***Pilgrim Memorial State Park Portions of the park are dark even during daytime. State planned improvements would give it the kind of attention it deserves with improved educational and design quality.***

Pilgrim Memorial, the most heavily visited state park in Massachusetts,[3] has needed renovation for far too long. The Commonwealth undertook a detailed study in 1995 to restore Pilgrim Memorial State Park, Plymouth Rock and the Pilgrim Story to the prominence each deserves. The plan known as the Halvorson Plan of 1995 has not been implemented due to the project's low priority ranking and lack of funding. Its implementation is essential for the success of the proposed Action Plan

This study will focus on design opportunities for the remaining Downtown / Harbor District public spaces. These include: Court Square, Depot Square, Jenney Park, Nelson Park & Beach, Stephen's Field, and Town Square. Additionally, recommendations for new / expanded public space at Town Pier and the waterfront adjacent to Mabbett's Park are also included.

## D. *Transportation and Parking*

Throughout most of its history, Plymouth had been well served by a variety of transportation systems: maritime, railroad, trolley, ferry, regional highways, and bus service. The range of choices is more limited in the study area today than in the past. Ferry and the railroad service have been abandoned (rail service is now at North Plymouth, not downtown), and bus usage is low. This decline in alternative modes of transportation has contributed to heavy reliance on the automobile, in part fed by the high number of on-grade parking lots.

A preliminary review of town traffic counts in the study area showed a reduced amount of vehicles traveling on Court and Water Streets over recent years. Court Street's (south of Samoset Street) 1997 daily vehicle count of 15,948 was reduced to 12,183 in 2006. Although this sizable drop of 3,765 vehicles, or almost 24%, could be partially explained by other factors such as road construction, time of year, weather, etc., it should be further studied. Retail business viability is partly measured by the number of vehicles and / or pedestrians traveling past stores. The 2006 vehicle count is low for a retail district without

significant pedestrian traffic.

Water Street, north of Union Street, had a much smaller reduction in count. In the summer of 2003, Water Street had a 9,109 vehicle count compared to 2004's summer count of 7,865. In this case the drop in count, 1,244 vehicles or almost 14%, may be easier to explain in terms of different conditions.

Pedestrian movement along Main and Court Streets, the heart of the retail center, is most intense between Leyden Street and Court Square. Although not part of the signalization now, there should be automatic pedestrian walk phases at Leyden and Main's traffic light to encourage visitors to cross to the other side of Main Street.

Parking is always an important issue for towns and cities and yet the communities that most visitors like (and where they return to spend their dollars) have parking solutions that do not diminish the town's image and desirability. Plymouth has studied its parking needs for years and bought large parcels to provide parking primarily between Court / Main Streets and the waterfront. Some of the parking sites overlook and / or border the harbor, making them some of the most expensive and desirable pieces of land in Plymouth. Although the town has planned for private parking development on its town-owned parking lots, it should be noted most public garages are built by towns and cities with public fund assistance.

Most, if not all, of the towns competing for tourism with Plymouth have train or ferry (Provincetown) service directly from Boston. Plymouth has begun looking into small cruise and / or ferry service.

## E. *Zoning*

The 183-acre study area primarily consists of the Downtown / Harbor (D / H) and the Waterfront (WF) zoning districts. There also are small areas zoned residential as R-20SL districts. Brief Plymouth Zoning Code descriptions of each district follow below.

1. DOWNTOWN / HARBOR DISTRICT: Most of downtown and the harbor from Town Pier to Town Brook are in the D / H District. Its zoning intents are to: "encourage [mixed-uses] throughout the district that complement the town's rich historical background"; "create a pedestrian oriented environment"; and "preserve and protect the distinctive

characteristics of buildings and places significant in the history of Plymouth." The district largely matches the town's major Historic District boundaries. Appropriately envisioned as a mixed-use district, allowed uses include residential up to 8 units, small hotel, restaurant, retail, office, recreational, commercial, parking, and marine and fishing related. The town issuance of a Special Permit would allow somewhat larger buildings and a greater range of uses.

2. WATERFRONT DISTRICT: Known as the WF District, this zone covers the study area's northern extension from Town Pier to Nelson Park & Beach, and the southern extension from Town Brook to Stephen's Field. WF zoning intents are to: "promote the development of land uses and activities which are appropriate to the waterfront," and "require coordination of site plans, pedestrian circulation, and the compatibility with the adjacent historic area." Allowed uses appropriately include boat sales, service, repair, rental and commercial fishing. A Special Permit allows restaurants (there are 2 at Brewers Marina), motel, specialty shopping, multi family and "similar compatible facilities which complement and strengthen the function of the [waterfront] area." Maximum building height is 3 stories or 35 feet.

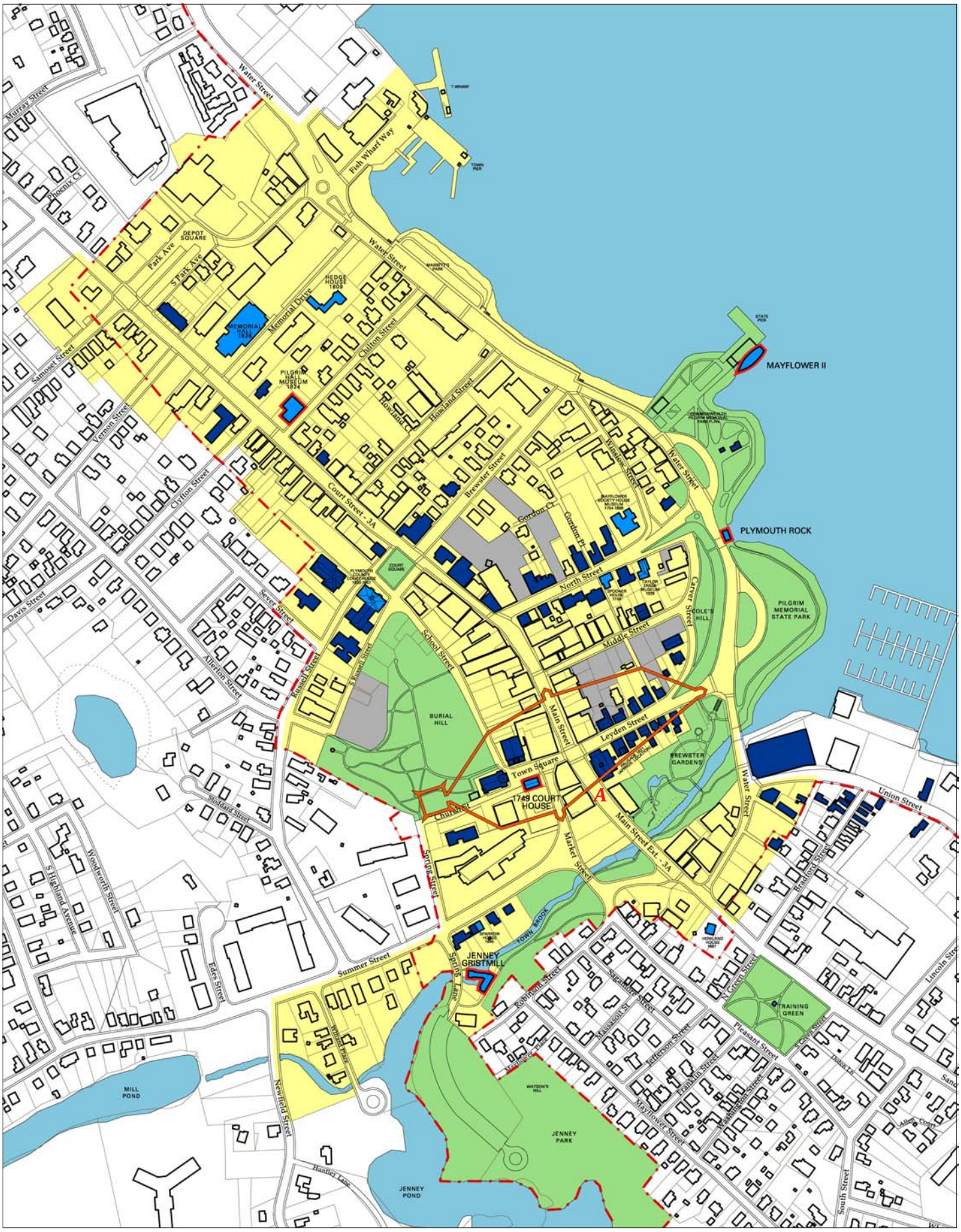
15. ***The Richard Sparrow House One of the oldest houses in the country and open to the public, the Sparrow house helps convey what life was like in mid-17th century New England. The building overlooks Town Brook and Jenney Pond.***

3. R-20SL SMALL LOT RESIDENTIAL DISTRICT: There are two small islands of R-20SL at the center of Brewster and Chilton Streets. District intent is to "provide areas where smaller lots of ample size may be available, consistent with the size and character of existing nearby lots." Allowed uses include single-family dwellings and home occupations. Maximum building height is 3 stories or 35 feet. There are other, some quite large, R-20SL districts outside of the Downtown / Harbor District.

## F. *Historic Resources*

The landscape and developmental history of Plymouth shaped the character of its buildings and public spaces. Taken collectively, the buildings and squares of the Downtown / Harbor District constitute an excellent example of vernacular architecture ***and*** town development from the middle of the 17th to middle of the 20th centuries. Although likely not evident to the untrained eye, Plymouth's history can be interpreted in part by its architecture and public spaces.

Architecturally, Plymouth is blessed with three restored 17th century houses, which include: the Richard Sparrow House of 1640, the Howland House of 1667, and the Harlow Old Fort


Water Street
Murray Street
Phoenix Ct
Fish Wharf Way
T-WHARF
TOWN PIER
DEPOT SQUARE
Park Ave
S Park Ave
HEDGE HOUSE 1809
MEMORIAL HALL 1824
Memorial Drive
Chilton Street
Samoset Street
PILGRIM HALL MUSEUM 1824
Howland
Hosland Street
Vernon Street
Clyfton Street
Court Street - 3A
Brewster Street
Winslow Street
Gordon Ct
Gordon Pl
MAYFLOWER II
STATE PIER
PLYMOUTH ROCK
PILGRIM MEMORIAL STATE PARK
COLE'S HILL
Carver Street
North Street
Middle Street
Davis Street
Sever Street
Allerton Street
Russell Street
S Russell Street
School Street
BURIAL HILL
Main Street
Leyden Street
BREWSTER GARDENS
Town Square
1749 COURT HOUSE
A
Church St
Union Street
Water Street
Main Street Ext. - 3A
Stoddard Street
Woodworth Street
S Highland Avenue
Spring Street
Market Street
TOWN BROOK
JENNEY GRISTMILL
Summer Street
Eden Street
Sprout Lane
Robbins Street
Sparrow Street
N Green Street
TRAINING GREEN
Pleasant Street
Jefferson Street
Franklin Street
Mayflower Street
Lincoln Street
South Street
Wheel Pass
Newfield Street
Hanley Lane
MILL POND
JENNEY POND
JENNEY PARK
WATSON'S HILL

16. ***Historic Resources*** (left) ***The downtown Historic District is in yellow. Historic buildings are blue, with the lighter blue representing museums/attractions open to the public. The red-outlined historic destinations of Plymouth Rock, Mayflower II, Pilgrim Hall Museum, Town Museum at the 1749 Court House and Jenney Gristmill are the five key attractions in the study area. The approximate line of the 1621 Palisade (A) built to protect the English settlement is outlined in orange enclosing Leyden Street and Town Square. Parking lots in gray impact the Historic District to a varying degree.***

House of 1677. All are open to the public. Leyden, Court, North, and Summer Streets have handsome 18th and 19th century institutional, commercial and residential buildings. Many still play important roles in the daily lives of town residents. The former Plymouth County Court House of 1749, and soon to be vacated 1820 Courthouse complex are two of the most important civic buildings in downtown Plymouth. Others include Pilgrim Hall Museum of 1824, fine churches and a synagogue (former Methodist Church) from the 19th century, and the early 20th century Post Office.

The original early American street pattern remains today much the same as it was laid out. Leyden Street is one of the oldest streets in the country**.** Town Square was "the focal point for the community's civic, religious and commercial affairs from 1621 until after World War II".[4]

17. ***Leyden and Carver Street Buildings*** ***Many of the fine 18th and 19th century houses are visible in this view. The residential character ends with Main Street's commercial properties.***

Town Square is spatially defined by the 1749 Court House/Town Hall, First Parish Church (1899) and the Church of the Pilgrimage (1840). Court Square was built, in part, to emphasize the importance of the 1820 Court House, and became a center for fine residences and institutional buildings. Cole's Hill, Watson's Hill, Burial Hill and Brewster Gardens hold great early American historic significance as they relate to the early Pilgrim settlement.

18. ***Middle Street*** ***Between historic North Street (on the left) and Leyden Street (on the right) is Middle Street - one side of which is a poorly located parking lot. As discussed in the adjoining text, this broad stretch of asphalt, which continues to the foot of the Pilgrim Sarcophagus, detracts significantly from the importance of the Historic District.***

A large parking lot is highly visible at the Historic District's very center of importance between Leyden and North Streets. It detracts from Leyden's historic sense of place and opens up views from the rear showing Federal-style houses with continuous asphalt paving right up to their property lines. Since half of Middle Street is bordered by the parking lot, it also reduces Middle Street's historic identity and negatively impacts the adjacent Cole's Hill and the Pilgrim Sarcophagus.

Another key issue relates to the future use and needed restoration of the soon to be vacant 1820 County Courthouse complex. Two historic church structures and a number of commercial buildings are presently for sale. Plymouth needs support for a strong preservation strategy and an ongoing restoration program.

Historic town planning, public spaces, architecture, statues and monuments can and should be used as a vehicle to better understand Plymouth's history. Recommendations are presented in chapter 8, Public Space Design beginning on page 46.

19. ***Rockport Downtown & Beach*** ***The North Shore town of Rockport is desirable for its active and scenic harbor, beaches, numerous restaurants, and major pedestrian zones with limited on-grade parking in public view. Plymouth would be well served to emulate Rockport's approach.***

20. ***Pilgrim Hall Museum*** ***The oldest American museum in continuous use has been the town's repository of Pilgrim and Native American artifacts and history for almost 200 years. Pilgrim Hall will be better positioned to garner visitors when the planned Memorial Drive parking garage is constructed.***

## G. *Cultural Attractions*

Plymouth's business, recreational and cultural venues compete for visitors with surrounding waterfront towns, especially those with historic and / or tourist attractions. Newburyport, Rockport, Marblehead, and Salem to the north, and Provincetown on Cape Cod quickly come to mind. New Hampshire's Portsmouth and Rhode Island's Newport are out of state competitors as well. Others include Boston National Historic Park, Lowell National Historic Park, Minuteman National Historic Park and New Bedford Whaling National Historic Park.

Plymouth has great name recognition and most first-time visitors will likely have Plymouth on their list, but realistically the town has only a few cultural attractions to encourage their return. After Plymouth Rock and Mayflower II, most visitors do not continue to the other Downtown / Harbor attractions of Pilgrim Hall Museum, 1749 Court House Town Museum, Jenney Gristmill, a number of historic houses and Memorial Hall. Part of the solution is better communication but of greater importance is the need to create a more critical mass of cultural destinations.

## H. *Interest Group Perspectives*

Various groups have legitimate interests in Plymouth's future. Certain interests are compatible and can reinforce one another, while others may seem contradictory. The challenge in planning for the future is to reach a reasonable consensus among these interests. Eight principal interest groups have been identified. They are: 1) Plymouth residents, 2) Property owners and tenants in the downtown and along the harbor, 3) Town of Plymouth, 4) Tourism associations, 5) Institutions, 6) Plymouth County, 7) The Greater Attleboro Taunton Regional Transit Authority, and 8) the Commonwealth.

1. PLYMOUTH RESIDENTS are concerned that new (especially large) development will not fit with the town's historic character. At the same time, they would like a more dynamic town center that offers a wider range of services, culture and public space amenities, especially for family use. Residents want the preservation and reuse of the 1820 County Courthouse complex to become a meaningful, integral part of town life, and a broader, long-term restoration program for historic properties. They also support the objectives of new job opportunities and increasing the town tax base.

2. COMMERCIAL PROPERTY OWNERS AND TENANTS desire to be good neighbors but must remain competitive with

similar businesses in other locations. They need to maintain their (individual and communal) identity and centrally located parking to attract customers. Businesses realize that a desirable, balanced range of retail offerings and services is essential in the district. They also need to get tourists up from the waterfront to Court and Main Streets. They support reasonably increasing the number of people living and working in downtown and along the waterfront. The County Courthouse departure and buildings' reuse seriously concern them.

3. TOWN OF PLYMOUTH goals are straightforward: 1) enhancement of the physical environment, 2) expansion of the tax base; and 3) creation of more jobs. Improving the physical environment should provide amenities for town residents and visitors alike. The viability of District neighborhoods and those immediately adjacent strongly rely on the desirability and advantages of living near or in the town center.

4. TOURISM ASSOCIATIONS seek to extend tourist visit time to one or two nights at local hotels and restaurants and have a goal to attract families. They recognize that the business sector seeks to get tourists from the waterfront to other hidden treasures.

21. ***Educating Children*** ***Many elementary school teachers offer an educational component that focuses on the lives of Plymouth's English settlers and Native Americans in the early 1600's. It's only natural to reinforce these lessons with a visit to Plymouth's special institutions.***

5. INSTITUTIONS related to learning and environmental groups want to increase opportunities for sharing knowledge in a fun way, increase their attendance, and expand the many stories and lessons with site specific education.

6. PLYMOUTH COUNTY is seeking a fair price for their downtown Court House complex and is in contact with Town officials on a regular basis. The county recognizes that new building uses should be appropriate to the historic buildings and their key location at the heart of downtown. It is clear that the town and county want to find a solution that benefits all parties concerned.

7. GREATER ATTLEBORO TAUNTON REGIONAL TRANSIT AUTHORITY provides eight buses from Plymouth to the Kingston Railroad Station (to Boston), and seven returning during work days.[5] The arrival and departure times are two hours apart. A more dynamic and active Plymouth downtown business/entertainment environment will increase service needs.

8. THE COMMONWEALTH's policy is to promote economic development (commercial and residential) in existing town centers. This policy seeks to concentrate new development and

to encourage investment in the state's older towns to take advantage of the existing infrastructure. The state has embraced "smart growth" principles and any funding or approvals will in large part be based on these principles.

The State's Department of Conservation and Recreation (DCR) plays an important role in the future of the Downtown / Harbor District in at least two ways. The first is related to the maintenance and enhancement of the harbor's environmental health and waterfront uses such as commercial fishing, recreational activities, and other appropriate public uses along the harbor. Plymouth is in the process of seeking permits to dredge the harbor to accommodate small cruise ships that have become very popular up and down the New England coast.

As part of their responsibilities the DCR also oversees the State Park System and Monuments, including Pilgrim Memorial State Park's Plymouth Rock and The Forefather's Monument. DCR oversees all state open space funding and will be an important player in implementing the Public Space Action Plan.

# 3 *HISTORIC THEMES*

22. ***Creatively Telling History Designed and sculpted by George Greenameyer in 1987, this large sculpture presents a 'Folk Art' interpretation of East Cambridge history. It shows artisans blowing glass next to their factories on the lower left. Workers' wooden housing is at the midpoint followed by furniture makers and their place of work.***

A review of the Town's history contributes to a better understanding and appreciation of existing Plymouth, the forces that created it, and necessary elements in planning for its rejuvenation. To this end, a detailed account of the Town's history can be found on pages 77-94 in the Appendix. This compilation of over 400 years of Plymouth history is an example of available information that can be prepared for new kiosk exhibits, publications, tours and plays.

American children learn of the Pilgrims in school and the story is repeated every Thanksgiving holiday by pageants and television specials. Pilgrim lore attracts just under one million visitors to Plymouth from around the country and Europe, primarily England and Germany. The harbor seems overwhelmed by tourists at times and some residents are tired of the town focus on tourism. Yet it is Plymouth's main industry, and much of the downtown and harbor relies heavily on visiting tourists. Nationally, tourism is the number 1 or 2 industry in 45 States and still growing. It is big business and will realistically remain an integral part of Plymouth life and identity.

23. ***Wampanoag Homesite, Plimoth Plantation Wampanoag life and culture should also be presented in Plymouth where it originally occurred. One historically important location is at present-day Jenney Pond.***

The history of what is now Plymouth Downtown / Harbor District is much more interesting and varied than is generally known, and needs to be incorporated significantly better into the town fabric. Engaging themes include:

- Wampanoag life at Patuxet;
- Native American management of the environment;
- Impact of recurring bubonic plague;
- Freedom of religion for the Separatists;
- Mayflower Compact
- Peace Treaty of 1621;
- Early American intercultural life;
- King Philip's War;
- Plymouth's physical transformations;
- Prominent residents;
- Tercentenary Celebration with President Harding;
- Plimoth Plantation 1627 living museum; and
- Wampanoag Tribe recognition, 2007.

1.9 Acres
4.0 Acres
1.0 Acre
5.4 Acres
2.4 Acres
1.6 Acres
1.2 Acres
1.2 Acres
0.9 Acres
0.5 Acres
0.9 Acres
0.5 Acres
0.4 Acres
3.9 Acres
NELSON PARK
PILGRIM MEMORIAL STATE PARK
BREWSTER GARDENS
STEPHEN'S FIELD
JENNEY PARK
BURIAL HILL
COURT SQUARE
Water Street
Main Street
Commercial Street
Summer Street
Russell Avenue
Knapp Terrace
Goddard Ln
Ashley St
Bishop St
Margarite
Union Street
Wilson Street
Standish Street
Lincoln Street
Kendrick Street
Bayberry Lane
Stephens Lane
Hedges Lane
Howland Lane
Old Colony Way
Old Wharf Way
Kirkland Street
Cushman Street
Allerton Street
Alden Street
Carver Street
Chapel St
Leyden Street
Brewster Street
Bradford Street
Winslow Street
Standish Street
Eaton Street
Meadow Lane
Sparrow Lane
Robbins Hill Rd
Pond Street
Sandwich Street
Smith Street
Nelson Street
Russell Avenue
Knapp Terrace
Hunting Avenue
Hunting Street
Sunset Drive
Sunset Ct
Fisk Ave
Fisk Wharf Way
Water Street
Memorial Drive
Kirkland Street
Cushman Street
Allerton Street
Goddard Ln
Court Square
Town Square
Main Street
Leyden Street
Brewster Street
Chapel St
Carver Street
Union Street
Bradford Street
Winslow Street
Standish Street
Eaton Street
Summer Street
Meadow Lane
Howland Lane
Old Colony Way
Ashley St
Bishop St
Margarite
Kirkland Street
Cushman Street
Allerton Street
Alden Street
Pond Street
Sandwich Street
Smith Street
Nelson Street
Russell Avenue
Knapp Terrace
Hunting Avenue
Hunting Street
Sunset Drive
Sunset Ct
Fisk Ave
Fisk Wharf Way
Water Street
Memorial Drive
Kirkland Street
Cushman Street
Allerton Street
Goddard Ln
Court Square
Town Square
Main Street
Leyden Street
Brewster Street
Chapel St
Carver Street
Union Street
Bradford Street
Winslow Street
Standish Street
Eaton Street
Summer Street
Meadow Lane
Howland Lane
Old Colony Way
Ashley St
Bishop St
Margarite
Kirkland Street
Cushman Street
Allerton Street
Alden Street
Pond Street
Sandwich Street
Smith Street
Nelson Street

# 4 *PRESSURES FOR CHANGE*

24. ***Hard & Soft Analysis*** (left) ***Hard buildings, which are unlikely to change, are in red. Soft parcels, where change is more likely, are gray. A conservative estimate indicates that more than 32.5 acres of land (almost 18% of the study area) are soft parcels.***

25. ***Paved Area Over 35% of the study area (64.6 acres) is paved, as shown in gray above. This figure does not include sidewalks, residential/small commercial driveways and small parking lots. If the analysis included all of the above, it would certainly be over 40%, which is high for a town center.***

Analysis of current conditions in the study area indicates that numerous parcels are likely to undergo change during the next several years. The likelihood for change has been predicted by evaluating the relative 'hardness' and 'softness' of individual parcels of land and existing buildings. The results of this analysis are shown in figure 24.

Hard parcels are those which are unlikely to change due to physical condition, economic value, historic designation and/or political pressures. Soft parcels are those considered less stable and therefore more likely to change when development pressures increase during the next building development cycle. Soft parcels include vacant land, parking lots, one-story structures, dilapidated buildings, a high value location and/or one next to parcels where substantial development is predicted.

The factors considered in rating each piece of land are: 1) parcel size, 2) excess development potential (relationship of what exists on the lot to what could be built under present zoning), 3) properties in transition, 4) age/condition/location of the building(s), 5) reuse potential of existing structures, and 6) expressed development interests of property owners.

Relatively large soft land parcels are prevalent in the downtown and along the harbor. Nine locations include parcels of land in excess of one acre; two exceed three acres. As many as ten parcels offer harbor views. Almost all others are adjacent to important structures within the Historic District. A large portion of the soft parcels are owned by the town, serving primarily as on-grade parking – four of these have beautiful harbor views. All of these sites must be planned for to ensure that both new and historic structures enhance and enrich each other.

In addition a large number of downtown parcels, including some important historic structures, are for sale. A few have been on the market for some time including the M&M Building, which was recently sold. The historic Plymouth County Court House complex is also for sale and its reuse will have a strong impact on downtown. Change in the district is inevitable.

# 5 *OPPORTUNITIES & RECOMMENDATIONS*

Plymouth is blessed with natural amenities, caring and dedicated people, and unique historic resources. The town also has numerous opportunities that when implemented will improve downtown-waterfront livability, economy, and regional identity. The following is a summary of both district wide and key site-specific opportunities and recommendations.

## A. *District Wide Thematic Opportunities*

• TOWN GATEWAYS: The major entry point to Plymouth center is from Route 3's Exit 6 by way of Samoset Street / Depot Square, which takes visitors directly to the waterfront, avoiding downtown shops and sites. A second entry from South Street by way of Route 3's Exit 5 should be equally promoted because it would expose all visitors to downtown shops and more historic places. Utilizing the two entry gateways would also spread traffic more evenly.

• DOWNTOWN / HARBOR CONNECTIONS: Pedestrian connections between Main / Court Streets and the waterfront (800 feet in length) must be made stronger. Likely connectors include North Street, Leyden Street, Brewster Street, Chilton Street and Memorial Drive ( yellow arrow lines on diagram, page 38).

• WATERFRONT PARKING RELOCATION TO STRUCTURES: Maximize waterfront potential by relocating parking capacity sensitively into the town fabric near Main / Court Streets.

• NATIONAL HISTORICAL PARK DESIGNATION: To gain NPS designation a property "must meet all four of the following: 1) an outstanding example of a particular type of resource; 2) possess exceptional value of quality illustrating or interpreting the natural or cultural themes of our Nation's heritage; 3) offer superlative opportunities for recreation for public use and enjoyment, or for scientific study; and 4) retain a high degree of integrity as a true, accurate, and relatively unspoiled example of the resource."[6]

• WATERFRONT WALK: Most, but not all, of the length of the study area, beginning at Nelson Park on the north and ending at

26 & 27. ***Leyden Street and Plimoth Plantation*** ***The present view of Town Square today (above) and the photograph of Plimoth Plantation's 'street' (below) show the same area 386 years apart. On the lower image the structure on the immediate left is close to where the 1749 Court House stands today. Present-day's First Parish Church (1899) stands roughly where the two people are in the lower picture. Behind them set back is the settlement's fort on Burial Hill. This interrelationship should be emphasized as part of downtown's story.***

Stephen's Field on the south, offers the possibility of a unified public pedestrian way along or near the harbor's edge (see dashed yellow lines along waterfront on diagram, page 22).

• GREATER HISTORICAL AWARENESS AND CLOSER TIES WITH PLIMOTH PLANTATION: Much of the downtown and waterfront's interesting architectural and environmental history is not readily apparent; making visitors and residents more aware of the inherent richness throughout the Downtown / Harbor District is a goal that will benefit everyone.

• AMENITY ENHANCEMENT: Although tourism is one of America's two biggest industries, many towns and cities have a love / hate relationship with tourists. If programmed, designed and implemented properly, public improvements will increase tourism ***and*** also make a town more enjoyable and beautiful for residents and local business owners.

• STAR ATTRACTIONS AND EXTENDING VISITOR DAYS*:* There are only two principal tourist attractions in the Downtown / Harbor study area – Plymouth Rock and Mayflower II. Plymouth Rock has 950,000 visitors per year while Commonwealth guides are on duty. Mayflower II (and Plimoth Plantation) has a visitor count in the high 300,000 range. Since other destinations and attractions have significantly lower numbers, Plymouth must add new quality attractions, help expand existing ones and strengthen its retail / restaurant base.

• TOUR PATHS AND SIGNAGE: Attractive kiosk displays should be at key sites highlighting accessible information and drawings / photographs of the most interesting points.

• CATALYSTS AND FUND GENERATORS: Public and private development can encourage additional nearby construction. Possible catalyst sites include the following: the Water Street public parking lot across from the former Revere Copper and Brass site, Town Pier / Wharf parking lot, Memorial Drive parking lot, pedestrian improvements on Water Street, a new public marina between Brewster and Memorial Drive, Pilgrim Memorial State Park, and Stephen's Field.

• WATERFRONT SITES: Plymouth's most likely areas of change will occur on waterfront blocks that: 1) have inappropriately located parking lots, 2) have minimal existing development (primarily one story), and 3) house businesses with yearly declining returns.

T-WHARF
TOWN PIER
PROPOSED MARINA
STATE PIER
PLYMOUTH HARBOR
NEW PIER
MAYFLOWER II
PLYMOUTH ROCK
BREWERS MARINA
NELSON PARK
JENNEY GRIST MILL
JENNEY PARK
STEPHEN'S FIELD
BURIAL HILL
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
21
22
23
24
25
27

28. ***Key Opportunities*** ***In the left diagram site-specific opportunities are numbered and coordinated with the written descriptions in the right text column. Green stars relate to public-owned park development, while red stars denote public-owned/publicly accessible building development. Light gray parcels were identified as 'soft' earlier on the Hard and Soft diagram, page 18. Clearly, many opportunities for quality development exist in the Downtown/Harbor District.***

29. ***Nelson Park and Beach*** ***Parked cars dominate the open space and block views of beach areas from park users. Nelson Park offers potential for a dramatic improvement.***

30. ***Water Street Parking Lot*** ***The area surrounding the town Pump House (center of photograph) is covered with asphalt and mostly town-owned. The Water Street parking lot is at upper right directly overlooking the harbor, a very rare and valuable piece of property that would be more productive as a public/ private development. At the lower left corner is a portion of public parking at Town Pier.***

## B. *Site-Specific Opportunities & Recommendations*

Implementation of Plymouth's Thematic Opportunities will help set the stage for realizing site-specific improvements. There are more than 20 key site opportunities offering major potential for Plymouth. Taken one at a time, each would positively impact immediately adjacent public and private properties. However, when multiple opportunities are assembled and implemented together the resulting area transformation is magnified many times.

Our tour of Plymouth's opportunities begins at the northernmost part of the study area at Nelson Park and Beach and follows the coast southerly along the waterfront and eastern portion of the Historic District to Stephen's Field. It continues from Stephen's Field to downtown by way of Jenney Park, Burial Hill, and Town Square to Main / Court Streets.

1. NELSON PARK AND BEACH: Parking cars immediately along the beachfront when other options exist seems a serious underutilization of its potential. The park has relatively few trees and needs renovation. See pages 62-63 for a detailed study of this public space.

2. WATER STREET PARKING LOT: The Downtown / Harbor District offers few sites directly on the water for new development, which makes any available waterfront site extremely valuable. Across from the former Revere Copper site a town-owned parking lot offers great views and access to the harbor. The most appropriate public-accessible use, perhaps a hotel, would augment the proposed public walkway along the site's water frontage. When combined with just a portion of the adjacent Pumping Station parking area, a potential 350-foot by 200-foot development site could be provided.

3. TOWN PIER / WHARF AND PARKING LOT: The town-owned car and bus parking lot immediately adjacent to Town Pier and Wharf has great potential. Town leases with existing businesses mean redevelopment of this site needs a longer time period to achieve an interconnected plan that includes existing businesses, town fishermen, and other appropriate harbor uses. Go to pages 60-61 for Action Plan recommendations.

4. FORMER 1620 RESTAURANT SITE: The empty building and its parking lot on Water Street at Park Avenue are just across from the Weathervane Restaurant and the adjacent town-owned parking lot. The building's future use is likely tied to a more

intensive redevelopment of the 7.5-acre Town Wharf. See town design recommendations on page 60-61. A portion of the adjacent Citizens Bank parking lot and three contiguous parking areas (Village Landing, Radisson Hotel and the MBTA) offer additional opportunities for mixed-use development.

5. MEMORIAL DRIVE PARKING LOT/FUTURE GARAGE: A number of opportunities require relocating parking (mostly from waterfront parking lots and some relocation of on-street parking) to a new garage. A thin 'liner' building would shield public views of the parking garage that would otherwise impact Water Street and the adjacent historic Hedge House grounds. Parking garage recommendations can be found on pages 40-42 and page 57 for plan.

31. ***Waterfront Development Public space and private development enrich each other when they are done properly as suggested above in the Playa Vista, California plan. Plymouth's beautiful harbor can also be enhanced with appropriately scaled and designed development.***

6. WATER STREET REALLOCATION OF PUBLIC SPACE: The section of Water Street between Brewster Street and Memorial Drive is approximately 62 feet wide even though the road has just one traffic lane in each direction and parallel parking on both sides. This width can be dramatically reduced, improving pedestrian and car safety. It would also add space to the waterfront pedestrian walk and create more of a waterfront experience.

7. MARINA AND WATER STREET PROMENADE: The 270 - vessel marina proposed by the Town between Town Pier and State Pier would have a significant positive impact on enlivening the waterfront. Landings and gangways at Chilton and Brewster Streets would help animate and give more meaning to a redesigned harbor edge. See pages 55-57 for a detailed study of this public space and adjacent private development.

32. ***Bethesda Terrace, Central Park Cultural celebrations are enhanced by well chosen, special locations. The Action Plan's proposed open space improvements will result in a number of handsome, varied town settings.***

8. WATER STREET BUILDING FRONTAGE: There are a number of key frontage sites on Water Street, located between State and Town Piers, that are very likely to change over time, significantly impacting the waterfront and town images. These sites include parking lots, one story structures, inappropriate uses in the historic district, and some building uses that may no longer be profitable.

9. PILGRIM MEMORIAL STATE PARK PLANS: The Commonwealth's revitalization plan (1995) for the State Park is a much needed improvement that will create a more appropriate setting for the two national attractions it contains. From an overall implementation point-of-view, this open space project should be the highest priority for Plymouth.

10. TOWN BANDSTAND: The town holds concerts at Pilgrim State Park with many residents and visitors sitting across Water Street on Coles Hill. A permanent bandstand would greatly enhance the experience both audibly and aesthetically. Location and design recommendations are on page 73, figures 118-119.

11. COLE'S HILL AND CARVER STREET FRONTAGE: The statue of Massasoit and the granite Sarcophagus are meaningful, but they are not enough to animate and draw visitors to Cole's Hill. Two adjacent land parcels are vacant – one of which is a parking lot - and a former church structure is for sale. Taken together, they offer an unfinished / uncertain setting overlooking the harbor. More of a true destination and public place is needed.

33. ***Cole's Hill Frontage*** ***The State proposed a visitor center overlooking Cole's Hill in their 1995 plan for Pilgrim Memorial Park. The above parking lot at the corner of Carver and Middle Streets, possibly with the adjoining former church structure, would make an ideal Commonwealth visitor center location. Such a move would begin to animate Cole's Hill and make it more of a true Plymouth public space.***

12. NORTH STREET AND THE GENERAL SOCIETY OF MAYFLOWER DESCENDANTS: This is a great New England street and a natural connector between Main / Court Streets' Shirley Square and the waterfront. The Society's handsome house and gardens should be promoted as a more important attraction.

13. MIDDLE STREET: In between historic North and Leyden Streets lies Middle Street. It is dominated by a large parking lot which literally wiped out the southern building edge of the street. Building historically-scaled development on grade above a new 1-level below grade garage would be a significantly more appropriate neighbor to the Leyden Street residences.

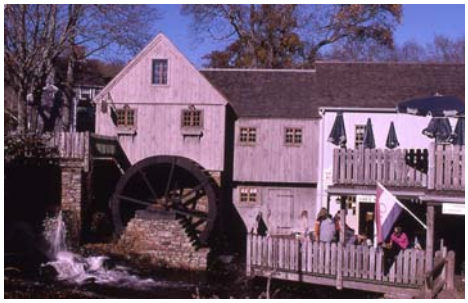
14. LOWER LEYDEN STREET: This is the oldest street in New England and is defined by fine Federal style homes. If visitors walk it at all they move relatively quickly - seemingly unaware of its significance. A number of private and public improvements could help bring Leyden Street more to life and make it a true destination.

34. ***Public Works Yard*** ***The planned relocation of Plymouth's DPW yard offers a rare town opportunity to improve Stephen's Field and also strengthen the residential neighborhood edge.***

15. WATER STREET AND ENVIRONS AT MAIN STREET: Properties on both sides of Water Street near Main Street are soft for a length of 300 feet. They are presently parking lots and one-story structures of auto-related service uses overlooking Brewster Gardens. These sites offer special development opportunities for public and private entities.

16. STEPHEN'S FIELD AND DPW YARD: Plymouth's Department of Public Works plans to vacate their premises at Stephen's Field. This creates an exciting opportunity to

dramatically improve a waterfront park and also heal the adjacent neighborhood edge. Design recommendations can be found on pages 64-65.



35 & 36. ***Jenney Grist Mill*** (above) ***and Former Spring Street*** (below) ***Jenney Park's future plans and improved access from Burial Hill should help make the Grist Mill a more visible and active visitor destination. Few people use Spring Street (really a path) today, even though it is a direct connector to/ from Burial Hill and Town Square. There is limited lighting, no signage and no clear destination in sight.***

37. ***Burial Hill Trees need pruning, paths need renovation and entry points must be more inviting and informative to properly showcase Burial Hill's importance and beauty.***

17. ENVIRONMENTAL PARK AT JENNEY: A new theme for Jenney Park could be based upon its natural and Native American history. It could include a small arboretum with native upland and wetland plants, identification plaques to historical markers of the Almshouse, Watson's Hill, etc. The Action Plan design recommendations are on pages 50-51.

18. JENNEY GRIST MILL AND UPPER BREWSTER GARDENS: The Grist Mill, a replica of the 1639 mill on this site, is an interesting living display close to downtown that brings early Pilgrim life into the present day. It should be a part of all visits or tours to Plymouth for adults and children. The mill's pedestrian connection north to Burial Hill is particularly weak and needs significant attention to make it more inviting.

19. BURIAL HILL: The Hill offers beautiful views of the harbor and the town below yet few people seem to visit Burial Hill on their own. Three of its four existing entries are relatively unmarked, and the steep topography make it a challenge to access. A possible new connection to Court Square could help make Burial Hill visually more part of the town.

20. TOWN SQUARE AND UPPER LEYDEN STREET: As an experience, lower and upper Leyden Street should be one united entity 'momentarily' divided by crossing Main Street. The two parts of Leyden are quite different today, but their historic unity must be emphasized. This can be achieved with photographic comparisons of existing buildings with earlier ones portrayed at Plimoth Plantation's re-creation of the same building site. The 1749 Courthouse/Town Museum is a quiet little building with limited exhibit space, which should be expanded to make a greater impact. The Square was much more of a pedestrian meeting space in the past and should be again. Town Square and environs recommendations are on pages 47-49.

21. MAIN STREET PARKING LOT/GARAGE: Similar to an equitable solution to the proposed Memorial Drive garage and its historic public surroundings, a 'liner' building is required along this planned garage's Main Street and Brewster Gardens edges. Ground floor space on Main Street should continue the street's retail presence with housing or offices in the rest of the liner structure. This town-owned site is too valuable to have less

38. ***Retail/Restaurant Environment Saratoga Springs' businesses organized with the town to upgrade pedestrian amenities, signage, historic buildings and create a more desirable mix of uses. Plymouth's downtown businesses are trying to replicate Saratoga's exciting renaissance and should be supported.***

than a 4-story garage and liner-building.

22. COURT SQUARE AND ENVIRONS: This one-time important civic square (approximately 70' by 70' today) is the only public open space for one half of a mile on Main / Court Street between Brewster Gardens and Depot Square. Given its location and the potential of its surrounding properties, Court Square needs to play a larger role in downtown daily life. See pages 52-54 for the Court Square town design.

23. MAIN / COURT STREET ENHANCEMENT: Economic studies have shown metered on-street parking increases retail sales because those time-limited spaces are occupied by different shoppers every half or full hour. They should not be used by employees or other workers as all-day parking. A more plentiful and well located crosswalk system would encourage more "impulse" shopping. Related sidewalk bump-outs with new trees would increase pedestrian safety and amenity.

24. COUNTY COURTHOUSE COMPLEX: The potential reuse of the main County Courthouse building overlooking Court Square is critically important and should be treated with a high level of urgency. It is one of the key locations in the town center and its architecture states its civic importance. Court activities were once an anchor for downtown and a reason for lawyers and others having business with the court to locate there. Retail will sorely miss the business generated by Court employees. Future uses should help to similarly anchor and invigorate the downtown.

39. ***Memorial Hall/Visitor Center A review of interest groups' perspectives strongly suggests locating one of two town visitor centers near this corner, specifically to the right of the parked car in the photograph. The Hall, a significant town amenity, should expand and vary its yearly program.***

25. PILGRIM HALL MUSEUM: This handsome 1824 entity, the oldest continually operating museum in America, is in the process of fund-raising for its planned building expansion and new exhibition displays. The expanded museum could serve as the first stop or introduction to many town visitors in search of historic Plymouth. This would be especially true for visitors parked at the nearby Memorial Drive site and future garage. A town information kiosk at the museum forecourt should introduce other interesting destinations, tours and an overview of town history to raise awareness of all that Plymouth offers.

26. MEMORIAL HALL AND VISITORS CENTER: Memorial Hall is the main town theater and event site. Its schedule of plays, concerts and other entertainment events needs to expand in order for Plymouth to extend visitor stays and attract more residents from surrounding towns. Given its location at Court

40. ***Forefathers' Monument*** (right) ***Located on a high point in town, the monument was visible to the surrounding area and was especially inspiring when viewed from ships bound for Plymouth harbor. Today the monument can hardly be seen from most of downtown.***

41. ***Washington Monument, Baltimore*** (below) ***The first monument built in honor of George Washington is in the historic Mount Vernon neighborhood. The landmark's location created a unique public space and residential and institutional setting. If properly relocated, the Forefathers' Monument would do the same for downtown.***

Street and Memorial Drive, the Hall is adjacent to the planned Memorial Drive garage. Anyone parking there literally drives by Memorial Hall at a slow speed to enter the garage, making the Hall an excellent site for a Visitors' Center.

27. DEPOT SQUARE AND ENVIRONS: This small open space has parked cars awkwardly cut into its shape. Prior to 1959 and when the railroad was king, Depot Square was on direct axis with the main railroad station building and acknowledged its importance. A bank parking lot now occupies part of the former station site. As part of the existing gateway to the waterfront, careful planning is necessary. Town design recommendations can be found on pages 58-59.

28. FOREFATHERS' MONUMENT: The monument's secluded location, hidden from almost the entire waterfront and downtown, means it is really not an integral part of town from a visitor's point of view. Once strikingly visible from boats entering the harbor, today's view of the monument is blocked by over a century's worth of building construction and extensive tree growth. It is a powerful (81' tall) granite sculpture that is looking for a better home. It could be very dynamic and memorable in a number of downtown/waterfront locations, and much more of a destination.

# 6 *REAL ESTATE ECONOMICS & RECOMMENDATIONS*

## A. *Plymouth Region Overview*

Plymouth County is one of the three fastest growing counties in the Commonwealth - growing almost four times the state average. The regional location between Boston, Providence, and Cape Cod combined with new infrastructure (Old Colony Commuter Railroad, and planned widening of Route 3) and available land creates an ideal location that has attracted development and other investment. Some of the largest residential developments in the state and on the East Coast are in Plymouth or Plymouth County. These include projects that have recently been developed, are currently under construction or in the planning stages, such as The Pinehills, Oak Point, and the Makepeace property. Many of these new communities are attracting retirees with disposable income and leisure time. This residential growth has already spurred new office, retail, and restaurant development along Route 3.

42. ***Town Pier Plymouth Harbor offers many diverse waterborne activities for town visitors.***

The Plymouth Downtown/Harbor District is uniquely positioned as the key waterfront, historic downtown and residential neighborhood within this regional growth area. How can the district be made to benefit from this regional growth and bring a significant portion of the development and additional buying power into the district?

## B. *Overview of Market Advantages & Dysfunctions*

In order to bring new development and rehabilitation and more spending into the heart of Plymouth we need to first understand what makes, or could make, Plymouth special. What are its market advantages? Secondly, we need to understand what is missing or dysfunctional in realizing these special qualities:

### *WHAT MAKES PLYMOUTH AND THE DOWNTOWN/ HARBOR DISTRICT SPECIAL*

1. HISTORY: Plymouth can build on the history that contributes so much to its character and interest:

- First settlement in New England
- Leading community in New England up until King Philip's War
- Significant port, fishing and industrial center through much

of the 19th Century

2. THE WATERFRONT AND HARBOR: An active waterfront is a major visual amenity, attracting people, activity, and even romance. Even if one's office or home doesn't face the harbor, its nearby presence is felt.

43. ***Marblehead Center Environment In New England and other historic town regions, visitors and residents alike prefer walking/ shopping environments with traditional scale architecture, signage, large glass storefronts and handsome window displays. Many tourists are there to buy something that is relatively unique and ideally recalls regional influences.***

3. URBAN VITALITY: Downtown shopping, restaurants, entertainment and cultural attractions—While some want the convenience of the highway location with plenty of parking or a quiet suburban neighborhood, a large segment of the market desires to be in an active urban center where one can walk to work, eat and shop, find entertainment and feel a sense of community.

4. GOVERNMENT/LEGAL OFFICE CLUSTER: A major segment of the office market in the downtown has been made up of government or law offices that are located there to be near the courts. Retailers and restaurants serve these employees.

5. CHARMING TOURIST POTENTIAL: The character of the buildings and street pattern, the change of grade and relationship to the waterfront, and Plymouth's history -- all these attributes make the district a special place for tourists, whether from nearby or another country.

### *WHAT IS NEEDED TO REALIZE THESE SPECIAL QUALITIES*

1. MAKE HISTORY MORE VISIBLE: While there are museums, historic buildings and streets, more needs to be done to bring Plymouth's history alive. This uniquely American story took place on some of the same streets, open spaces and water ways that exist today, but these historic connections must be brought to life. See chapter 8 Public Space Design for recommendations on incorporating history more effectively.

44. ***Retail Surveys When asked, most shoppers typically ask for a bakery, bookstore and greater clothing options.***

2. EXPAND THE RICHNESS AND DIVERSITY OF DOWNTOWN SHOPPING, RESTAURANTS, CULTURE & ENTERTAINMENT: While most of the storefronts are occupied it is critically important to create a better mix of shops, restaurants and entertainment venues, and make physical improvements to draw new residents, businesses and tourists. Additional music, theater and other cultural attractions would add to the richness and increase the length of stay for tourists.

3. MAKE MORE USE OF THE WATERFRONT AND HARBOR:

Add marinas, pedestrian and bicycle access and other activities all along the waterfront.

4. CONNECT THE HARBOR AND THE DOWNTOWN: Make it not only easy but desirable to travel between the two.

5. RESTORE THE GOVERNMENT/LEGAL CLUSTER OR PROVIDE AN ALTERNATIVE CLUSTER: With the move of the court to a less central location, it is important to replace it with another use that will help keep law offices Downtown or provide a replacement business cluster.

## C. *Economics: Current Market Conditions & Issues*

RESIDENTIAL MARKET: Nationally the residential real estate market has experienced a significant slowdown over the past year compared to the historic highs in 2004 and 2005. This market change is also relevant to the Plymouth and Downtown/Harbor District sub-market. While there is some concern that the Greater Boston market will experience a longer term softening of residential demand as the region's population growth has slowed substantially, it is expected that Plymouth and Plymouth County will continue to grow, somewhat at the expense of other communities in the region. Over the long-term the downtown residential market will be constrained by available/developable sites in addition to market demand. The big question is whether the trend of baby boomers and others moving back to livable downtowns can be exploited by Plymouth's downtown. The proximity to the water and the historic character are pluses. The ability to increase Downtown's urban vitality — by developing a better mix of shops, restaurants, entertainment, and culture — will be crucial to the success of the downtown residential market.

1. CURRENT MARKET CONDITIONS

- The number of condominiums for sale in Plymouth has increased from 240 to 352 between September 2006 and April 2007 — a 47% increase in inventory. However, the average days on the market has remained at about 160 days, which at 5.4 months is a buyers market.
- Downtown statistics are difficult to quantify, but according to a local broker there are approximately 35 condos on the market priced from $199K to $449K in 2 and 3-family units and converted spaces above retail and/or office space. In addition there are a few rental apartments scattered throughout the downtown with average rents at approximately $1.10 per square foot. These units are selling and renting, but it is difficult to justify investment in redevelopment at these low prices or rents.

• There are approximately 16 condo units priced at over $600K in three developments being built (late winter 2007) on the eastern end of Brewster Street. An example of the real estate slowdown is Brewster Place. All eight units (priced from $639K to $699K [$336 to $419 per square foot]) have been on the market for approximately 300 days. The listing broker has many interested parties, but no buyers at this time. A fourth project of approximately 10-15 units is being planned for the Revere Copper site. These asking prices are in the range that justifies investment in new construction.

2. ISSUES

• The current real estate market may deter new investment downtown for the short term. However, when favorable market conditions return, the two challenges will be:

- o The lack of sites available to create a critical mass of residents living in the heart of town and
- o Creating an attractive enough downtown and waterfront to build on the resurgence of interest from empty-nesters who are looking to move to downtown locations. They seek conveniences such as walking distance to cultural events, shops, entertainment and, in this case, a natural waterfront amenity.

• Identify more properties in the district that could be redeveloped. Both public and private properties that have strong redevelopment potential in the near to midterm include:

- o One Water Street frontage block just north of Park Avenue (the former 1620 Restaurant);
- o Three of four Water Street frontage blocks between Brewster Street and Park Avenue (not including the Hedge House block);
- o Former Department of Public Works Yard overlooking Stephen's Field;
- o One Water Street parcel directly adjacent to and overlooking Brewster Gardens;
- o One Court Street / South Russell combination parcel overlooking Court Square and the 1820 Court House;
- o Revere Copper site; and
- o Many upper floors of downtown buildings that are under-utilized
- o Properties that have longer term potential because of specific issues include:
    - ♦ Town's waterfront parking lot and adjacent pump house site on Water Street and Town Pier. There are contractual obligations on these properties that prevent their immediate development. But in the longer term,

these are extremely attractive sites. Parking is rarely used to capacity, and their conversion from predominantly parking to mixed-use could do much to improve the quality of the waterfront.

- Middle Street parking lots could be converted to underground parking with office or residential above. At this time (spring 2007) it would be too costly to build such parking and recoup enough from the new development above, but it may make sense in the more distant future.

RETAIL MARKET: There are more than 100 retailers in the Downtown / Harbor District made up of primarily small independent shops. A local commercial broker estimated 60% are geared to serve tourists while 40% serve local residents.

1. CURRENT MARKET CONDITIONS

- Vacancies are low and demand is high. One broker cited only 6 vacant spaces and a long list of interested retailers, such as coffee / tea shops, pizza shops, a chocolatier, and pottery store.
- Rents range from $15 per square foot NNN to $40 per square foot NNN, which is in the range to justify investment in retail real estate

2. ISSUES

- Even though vacancies are low and demand high, the anecdotal evidence is that existing retailers are not thriving.
  - The new big box and destination retail centers along Route 3 in Plymouth and the surrounding region are alternative shopping destinations for local residents, employees and often tourists. These shoppers previously visited the district but like the mix offered at the suburban centers. Still, 40% of Plymouth retailers continue to serve local needs - directly competing with the national retailers.
  - Parking is insufficient and inconvenient for both visitors and shop owners / employees.
  - Relocation of the Courthouse will hurt retailers and restaurants.
  - Main Street retailers are disconnected from the waterfront and its visitors.

OFFICE MARKET: Office space downtown is limited and spread throughout the district - from a complex on the water near Nelson Park to smaller spaces scattered throughout the downtown. Efforts should be made to increase office use along the downtown's principal streets. The ambience and amenities

of the downtown create a lively and inviting work environment.

1. CURRENT MARKET CONDITIONS

- During our mid-2006 investigations vacancies were limited, but demand was low. The few vacancies available had been on the market for well over a year.
- Rents ranged from $12 per square foot NNN to $25 per square foot NNN. The high end of the market is probably sufficient to justify new development.

2. ISSUES

- Limited parking in the district and competition along Route 3 are key issues. Potential renters may opt for office buildings along Route 3 with abundant parking.
- Relocation of the County Courthouse from Downtown may cause court-related lawyers and services to eventually relocate out of the district if they can find more convenient office space. The ancillary restaurant and shop visits generated by the Courthouse will be lost as well.
- A newly renovated office building on Main Street has been vacant for over a year, which when used as a comparable may deter reinvestment and redevelopment of other office space.
- As the population base increases, Plymouth may see a modest increase in office demand as businesses often locate near key executives' residences. While many may choose the convenience of a highway-oriented location, others may opt for a waterfront or downtown location, if made attractive enough.

LODGING MARKET: The Lodging market has experienced modest growth in demand over the past 15 years as evidenced from municipal tax revenues, which are up 60% over this time period. However when adjusted for inflation, this would indicate a 15-25% growth in demand over that 15 year period or less than 2% per year.

1. ISSUES

- The Lodging market depends on businesses and tourists. However, there are no large businesses or institutions that would generate commercial lodging demand. There are also insufficient activities in Plymouth to cause visitors to stay a full day and preferably overnight. Cultural draws are important for attracting people to spend one or two nights in the district and at other attractions in the immediate area.
- Any growth in office usage may translate into somewhat higher lodging demand.

CULTURAL SECTOR: The main attractions in the district are Plymouth Rock and Mayflower II. The Pilgrim Memorial Museum is next in attendance followed by the Town Museum and the Grist Mill. Attendance to the Plymouth Symphony is growing annually as well. The natural beauty of the waterfront is also an attraction for visitors. Plimoth Plantation draws large numbers of visitors but is not located in the district and requires an automobile ride.

1. ISSUES

- Further developing the reputation of existing cultural programs and creating additional programs could result in an increase in extended stay visitations.

## D. *Recommendations*

1. MAKE HISTORY MORE VISIBLE.

- HISTORIC PARK DESIGNATION: The Park may be the single most important factor in increasing Plymouth's ability to attract visitors and improve its economy. National Historic Park designation would not only put Plymouth on more tourist agendas but would reinforce Plymouth's importance in the development of the New World and its place in the evolution of American culture.
- HISTORY TOURS, TRAILS, MARKERS, ORIENTATION: There is an exciting opportunity to build on the great success of Nathan Philbrick's best seller, ***Mayflower***, which has stimulated interest in the more complete Plymouth colony story, not just the first few years of settlement.

45. ***Charles Riversing People love fun celebrations combining music and the visual arts. Sponsored by the Charles River Conservancy, Riversing celebrates the autumn equinox each year. People of all ages and backgrounds come to the banks of the river to enjoy a rare public sing.***

2. EXPAND THE RICHNESS AND DIVERSITY OF DOWNTOWN SHOPPING, RESTAURANTS AND ENTERTAINMENT. There needs to be a critical mass of these activities as well as more and expanded cultural venues to extend the length of visitation.

- CULTURAL SECTOR: Plymouth is an international attraction, which provides an opportunity to expand this sector. More attractions are vitally needed in order to attract overnight visitors. There is also a need for more music and theater venues and programs, as well as art galleries and other attractions.
- PROGRAMMING: Promote events and appropriate attractions year around, such as:
  - o Street Festivals
  - o Plymouth Musicians Union Concerts
  - o Upcoming Mayflower II's 50th Anniversary
  - o Philharmonic Orchestra Concerts
  - o Blessing of the Fleet and Boat Parade
  - o Independent Film Festival

46. ***Pastry When touring an area or shopping, people need to get off their feet and relax or reflect on the day's events. There are few, if any, better places to do this than a French, Italian, Austrian, etc. pastry and coffeehouse. Quality pastries almost always become a known destination.***

- o Pilgrim Progress
- o Chamber Music Festival
- o Diversity Day
- o Waterfront Festival
- o Plymouth Guild Downtown Art Stroll
- o Cyclo-Cross Bike Race
- o Federation of Old Plimoth Tribes Cultural and Educational Exhibit, and
- o Off-season Events

• RETAIL: In addition to Action Plan's proposed improvements (connection with the harbor and more parking), retailers need to reposition themselves - in part by differentiating themselves from Route 3 retailers. Although they will continue to serve the district business and residential community, retailers need to offer a unique and inviting shopping experience to attract a broader spectrum of Plymouth residents and visitors. Adding more quality restaurants and boutiques (unique local and national tenants) to the best existing stores and restaurants in a quality town center environment will create a Specialty Retail Center. Success will require a coordinated, dedicated effort by district business groups, landlords and town officials.

3. MAKE MORE USE OF THE WATERFRONT AND HARBOR

- Develop a new or expanded marina.
- Provide better (continuous) pedestrian and bicycle access all along the waterfront.
- Rent bicycles.
- Introduce other activity—in addition to Stephen Field's Farmer Market on Thursdays, add a second day at the proposed Promenade on Water Street.

4. CONNECT THE HARBOR AND THE DOWNTOWN:
Make it not only easy but desirable to travel between the two.

• PARKING: The proposed parking garages should be redesigned and built in location(s) that promote use by both the downtown and the waterfront. Likely and preferred locations have been indicated on the plans. The parking meter program will be more effective at generating turnover for the retailers when parking garages provide convenient spaces for those visitors that want to stay for a half or full day. In addition, the shop owners, employees and office tenants will have a solution to their parking needs. The planning and ownership of these garages are unlikely to be provided by the private sector on the basis of parking revenues. A public parking authority, capable of issuing tax-exempt bonds, is a more likely vehicle to realizing

the parking structures. The structures should be designed to be aesthetically pleasing, complementing the downtown, with residential and retail uses wrapping the structures to vitalize surrounding streets and maintain adjacent structures' real estate value. (See chapter 7 Town Design Framework, section C. Strategically Locate / Design Parking Structures on pages 40-42.)

5. RESTORE THE GOVERNMENT / LEGAL CLUSTER OR PROVIDE AN ALTERNATIVE CLUSTER:

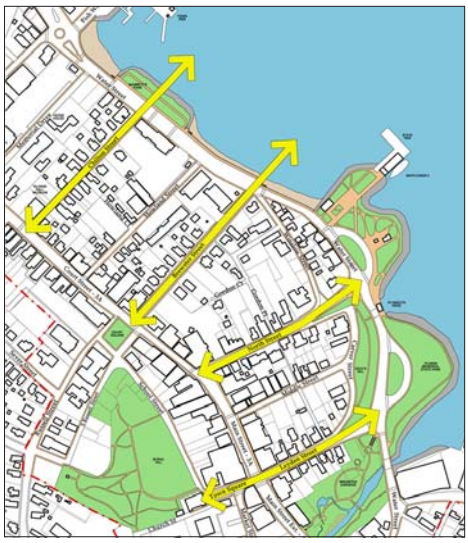
- COUNTY COURT HOUSE RELOCATION: With the move of the court to a less central location, it is important to replace it with another use that will help keep law offices downtown or provide a replacement business cluster. The town must develop and promote a major reuse program for the Courthouse building. This building is located at a key location in town. The type of reuse will make a major difference to the viability of the downtown.

6. INCREASE THE DOWNTOWN / HARBOR DISTRICT POPULATION, BOTH DAY AND NIGHT:

- OFFICE: In the past, downtowns and waterfronts were the place to work – businesses were clustered around waterfront industries. Today, office development is focused around highways, transit nodes and larger cities. However, most of these locations do not have the ambiance and amenities that can be found in the Downtown / Harbor District. The district would be an ideal and unique environment to work and operate a business – the reoccurring issue is parking. In addition, there are not many large office spaces downtown. One possibility for aiding the creation of parking and other infrastructure improvements to spur office development is consideration of District Improvement Financing (DIF). Careful consideration to reuse of the Courthouse and adjacent parcels is critical.
- RESIDENTIAL: Many housing economists are projecting the housing economy will flatten out by mid 2007 and be back in balance by the end of 2007 or early 2008. As previously stated, the demand to live downtown will only increase as the district is revitalized and the target market, the Baby Boomers, head toward retirement. This is an ideal amenity rich life-style environment for empty nesters and young echo boomers as well. The town should proactively assess its own land for residential and mixed-use redevelopment potential. In addition, privately owned parcels should be assessed in order to have a basis for creating appropriate zoning that will attract redevelopment investment when these properties turnover and the residential market improves.

# 7 *TOWN DESIGN FRAMEWORK*

47. ***Public Places for All Ages*** ***All types of visitors and town residents have needs that must be taken into account. Young families will return to Plymouth center more often if there are special places that their children want to revisit again and again. Bonifatius Stirnberg's 'Puppet Fountain' in Germany is that kind of attraction. The sculptor combines local folklore, bronze figurines who are part of the story, and a fountain into a child's delight. All figurine joints are flexible so youngsters can animate the puppets themselves.***



48. ***Waterfront to Downtown Diagram*** ***The selected 'connector' streets of Leyden, North, Brewster and Chilton Streets are above.***

The following Town Design and the next chapter's Public Space Design recommendations will organize and strengthen the Downtown / Harbor District framework to meet all four town goals as discussed in the introduction. Town design recommendations include:

- Highlight and strengthen connections from the waterfront up to the retail / business core and inland historic sites;
- Create a continuous harbor-front walkway from Nelson Park to Stephen's Field;
- Strategically locate and design new parking facilities;
- Implement a quality signage, information and kiosk system;
- Increase the number of memorable cultural attractions; and
- Identify key private sector development sites.

A detailed description of each recommendation follows below:

## A. *Strengthen Waterfront to Downtown Pedestrian/ Vehicular Connections*

Downtown business and historic attractions must be more visible and accessible to the waterfront's one million visitors per year. Design strategy recommendations include the upgrading of four east-west public ways (streets and sidewalks) to become stronger pedestrian connectors from the waterfront up to downtown's retail / business core and inland historic sites. The four selected streets are:

- Historic Leyden Street from Pilgrim Memorial State Park to improved Town Square, with improved pedestrian links to Burial Hill, Jenney Gristmill and upgraded Jenney Park;
- Historic North Street from Pilgrim Memorial to Shirley Square at Main Street;
- Brewster Street from proposed Water Street Promenade and Marina to improved Court Square and historic 1820-1857 Court House, with a new pedestrian link up Burial Hill; and
- Chilton Street from proposed Water Street Promenade and Marina to Pilgrim Hall Museum on Court Street.

Brewster Gardens' existing pathway will also become more important as a connector from the waterfront to an improved Jenney Park. The five linking ways are each at least 800 feet in

49. ***CambridgeSide Shuttle, 1991 Mandated through the city permit process, East Cambridge jitney use was significantly higher than expected. Ridership during 1991 was over 330,000 and is currently 500,000 per year.***

length, and other than Brewster Gardens, are inclined upward toward the downtown. To help entice more visitors up the hill public improvements should include new: paving, lighting, trees, information / map kiosks (discussed below), and utility lines below grade. Main and Court Street uphill destinations should incorporate a coordinated use of colorful awnings and banners that catch the eye of visitors down at the waterfront.

Two 'waterfront to downtown' passenger jitneys are proposed to encourage non-walkers up to Main / Court Streets. The first jitney loop would likely go up Leyden to Main and down Brewster to Water Streets, while the second route would go up Brewster to Court and down Chilton to Water Streets. These routes require only right-hand turns, which maximize the number of jitney trips per hour. Jitney stops should be at key cultural and retail destinations. The vehicles should creatively advertise upcoming historical and cultural events.

50. ***Caswell Lane Beachfront By building right up to the edge of the stone riprap retaining walls, residential buildings block the possibility of continuous public access along the upper walk. Only at low tide (shown above) is access along the beach possible.***

## B. *Create a Continuous Harbor Walkway*

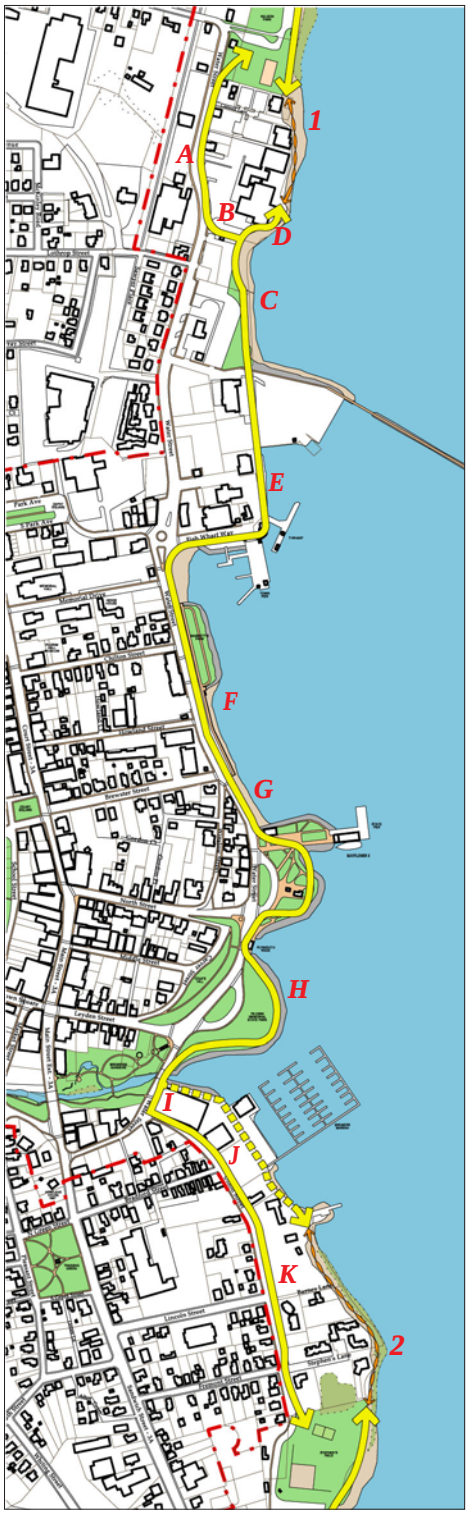
Much of the waterfront between Nelson Park and Stephen's Field allows a unified public pedestrian way, but not all of it. Such a pathway requires Brewers Marina and Yacht Club support. Additionally, two small residential blocks, one at Caswell Lane near Nelson Park and the other at Stephen's Lane adjacent to Stephen's Field, pose serious physical challenges. Both residential blocks have buildings close to the harbor's edge and their porches / decks are very close to the existing riprap retaining walls. In the short term, alternative paths at these potential bottlenecks will be along Water Street and Union Street.

51. ***Union Street Given a second bottleneck along the harbor (at Stephen's Lane), an alternative path is needed along nearby Union Street, where presently there is no sidewalk on the east side of the street.***

The Harbor Walkway has three interconnected parts totaling 1.75 miles. Summary descriptions of the North and South sections follow below. The middle section (Town Pier and Waterfront Promenade) is shown in greater detail in the next chapter, while the Commonwealth's plan for Pilgrim Memorial State Park is in Chapter 9, Plan Implementation, page 73.

The North and South Section Plans include widening existing paths, new paths and bikeways, an overlook, additional trees and planting, benches and picnic tables, and two informal low-tide walks at Caswell Lane and Stephen's Lane. Coordinated signage, walkway graphics, and interpretive kiosks will play a big part in way-finding along the walk system.

1. NORTH SECTION PLAN: Beginning at the south edge of Nelson Park to north of Town Pier, this 1,700 linear foot section




52. ***North and South Section Plans The two sections include widening paths and sidewalks, new walks and bike lanes, an overlook, additional trees and planting, benches, and low-tide walks at Caswell Lane (1) and Stephen's Lane (2).***

of the Harbor Walkway includes the following pieces:

(A) The widening of the existing sidewalk along Water Street (950') and adding bike lanes to connect the existing railroad-right-of-way bikeway through Nelson Park to the downtown;

(B) A new walkway (150') along the edge of the existing parking area & extension of the bikeway;

(C) The existing walkway (600') behind the pump station, as well as the redesign of street parking to parallel parking for the purpose of widening the sidewalk; and,

(D) Another new walkway (150') to a new overlook structure, and new steps leading to an informal low tide walk back to Nelson Park that creates another looped walkway system.

2. MIDDLE SECTION PLAN: The central portion consists of new plans for (E) Town Pier (1,300') and (F) Waterfront Promenade (1,350'), which can be found in the next chapter, pages 55-57 and 60-61. An existing (G) sidewalk (250') and (H) Pilgrim Memorial State Park (1,700') complete this section.

3. SOUTH SECTION PLAN: Beginning at the south edge of Pilgrim Memorial State Park to north of Stephen's Field, this 2,000 linear foot section of the walkway includes the following parts:

(I) The widening of the existing Water Street sidewalk (300') & new bikeway;

(J) A new sidewalk (700') and bikeway along the northeast side of Union Street (currently, the only sidewalk is on the southwest side of the street); and

(K) A new sidewalk (1000') outside the tree line continuing on Union Street (1000') to the beginning of Stephen's Field.

## C. *Strategically Locate and Design Parking Garages*

In order to maximize the true value of the waterfront, Plymouth first needs to sensitively relocate a portion of its existing harbor-side on-grade parking into the town fabric as close to Main and Court Streets as possible. Some new garage sites will require shielding open air garages from important public views by incorporating 'liner' buildings, which are discussed below.

There are five possible parking garage sites, three of which are owned by the town. The sites, all existing parking lots, include:

- Behind former 1620 Restaurant (privately-owned);
- Memorial Drive overlooking the waterfront (town-owned);
- Behind Probate Court and Registry of Deeds (County and privately-owned);
- Main Street Extension near Brewster Gardens (town-owned);

53. ***Recommended Garage Locations*** ***There are five logical parking garage locations in the Downtown/Harbor District: (1) Behind the former 1620 Restaurant site, (2) Memorial Drive parking lot, (3) Behind the Probate Court, (4) Main and Market Street parking lot and (5) Middle Street parking lot. The Middle Street location, if built, should be below grade with historically scaled development on top.***

54. ***Memorial Drive Parking Lot Location*** ***This large parking lot (at upper center of the photograph) is well located to serve the northern end of Court Street retail and public institutional destinations. Given car queuing distances, the entry to the garage should be in the center of the block, close to Memorial Hall and the planned visitor center discussed earlier.***

- Middle Street between historic Leyden and North Streets (town-owned).

There are positive aspects to each location, though all have screening responsibilities to their respective surroundings. The 1620 Restaurant and Memorial Drive sites were studied in more detail because both sites have high mix-use development potential with excellent harbor views.

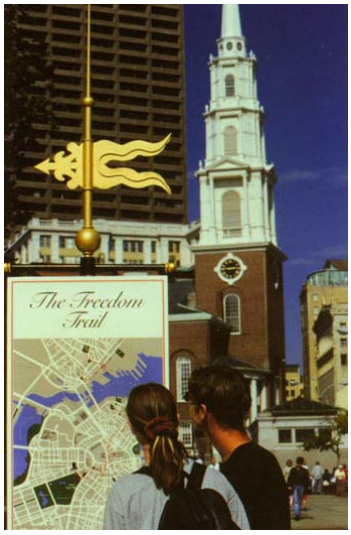
1. 1620 RESTAURANT SITE AND ENVIRONS: Town Pier's potential for development will likely include relocating some of its parking needs off site. The ideal location would be behind the former 1620 Restaurant and the adjacent parking lot immediately to the west. Preliminary studies indicate a 86-cars per level garage can be successfully integrated with residential or hotel use at this site. A residential or hotel 'liner' building would shield public views of the garage portion from Water Street and Town Pier. Most of the southern half of the building's Water Street ground floor should be active with restaurant or retail use. The Action Plan design recommendations are on pages 60-61.

2. MEMORIAL DRIVE: This location is excellent for serving a variety of parking users including: waterfront and historic site visitors, Memorial Hall audiences, Court Street retail/business customers and employees. This structure should have 4½ levels of parking for a total of approximately 465 spaces. One level of the garage, 103 spaces, will replace ***all*** on-grade parking lost due to development of the ***entire*** Public Space Action Plan.

A residential 'liner' building of four stories would shield views of the parking garage and its nighttime lighting from the waterfront and the adjacent historic Hedge House grounds. The Water Street ground floor should be active with restaurant/coffeehouse or maritime use. In this preliminary study there are approximately 30,000 square feet of residential and 4,000 square feet of retail. Because of the sloped nature of this site, the garage structure would be approximately 30 feet tall immediately adjacent to Memorial Hall. See page 57 for the Action Plan's Memorial Drive parking garage town design.

3. PROBATE COURT AND REGISTRY OF DEEDS: Out of the five potential garage sites, this location would most benefit existing retail on Main Street and the southern end of Court Street and particularly the reuse of the County Court House complex. At the same time, the garage's impact on adjacent houses would need to be minimized.

55. ***Main Street Parking Lot Location*** ***Well located for auto access, the planned garage requires screening with a 'liner' building to shield existing Main Street buildings or neighboring building value will decrease.***




56. ***Freedom Trail Map and Sign*** Boston's ***expertly designed mapping with carefully researched historic text and graphics help create winning self-guided tours. Guided tours focus on a more discerning audience.***

57. ***Town Development Model*** ***Many town visitors love to learn how a community developed over time. The model above shows Harvard Square in 1776.***

4. MAIN AND MARKET STREETS: This trapezoidal-shaped site is located on Main Street extension and directly overlooks Brewster Gardens. The planned garage is well located to serve the southern section of Main Street retail and the heart of the Historic District. However, the Main Street facade would require a 'liner' building to screen existing businesses across the street from direct views into the garage (day and night) or adjacent building values will decline. Given its location between Brewster Gardens and Town Square, its south facade (overlooking Brewster Gardens) will need a 'liner' building as well. Ground floor along Main Street should continue the street's retail with housing or offices in the 'liner' building.

5. MIDDLE STREET: A new one to two-level, below-grade garage with historically scaled development on grade would be a significantly more appropriate neighbor to the abutting Leyden Street residences and also re-establish Middle Street as a true public way. The Commonwealth's 1995 plan to build a Visitors' Center on Middle Street overlooking Cole's Hill should be greatly encouraged. The state Visitors' Center would add an animated quality and an important destination to the hill and street, both of which are missing today.

Immediately adjacent to the study district, Radisson's and Village Landing's parking lots offer the potential for greater development including a public-private parking component. The value of these properties would increase with a new internal road system connecting to all surrounding roads.

## D. *Implement a Quality Signage/Information/Kiosk System*

A well thought out map of the district, with colored tour options and key sites clearly labeled, should be on one side of each of the twelve display kiosks. Tours should highlight town and museum displays by incorporating photographs of important paintings, maps and objects. This includes early settlement models, which would encourage more visitors to visit a number of museums. Cultural and historic events and a history overview with particular relevance to each location should be on the other three sides of the kiosks.

Other means of sharing history should include: more traditional sculpture; sidewalk/roadway markers; historically appropriate paint colors on existing structures; examples of before and after restoration photographs; and history-loving, semi-retired tour guides/park rangers.

58 & 59. ***The Winslow House Becomes the Mayflower Society House  One of the town's grand buildings started out rather humbly in the 1700's as a fairly typical Colonial-styled residence (above).  James Baker tells us that a new owner in 1898 moved the house back and added wings, porches, cupola and a balustrade in the then-popular Colonial Revival-style.***

60 & 61. ***1749 Court House and 1727 Old Town House, Marblehead*** (below)  ***Rose T. Briggs has written that Plymouth's Court House originally had a raised main entry with steps on two sides of its end facade on Market Street.  Marblehead has a similar Georgian-style raised entry.  Properly restoring the former Court House exterior is a top priority.***

## E. *Increase Number and Type of Memorable Cultural Attractions*

Plymouth Rock and Mayflower II are the only two principal tourist attractions in the Downtown / Harbor District.  Other worthy, but smaller destinations and attractions have significantly lower numbers.  Plymouth needs additional quality attractions and should help expand existing ones.  Additional cultural facilities strategically located within the district are critical in terms of attracting and keeping visitors for longer stays.  This approach would benefit all Plymouth commerce.

1. MEMORIAL HALL:  Since the 1920's, Memorial Hall has been the town's performing arts theater.  If at all possible, its schedule of plays, concerts and other public entertainment events should expand.  Given its location at Court Street and Memorial Drive, the Hall is adjacent to the planned Memorial Drive garage.  Anyone parking there must drive by Memorial Hall at a slow speed to enter the garage, making the Hall an excellent site for a Visitors' Center.  The center could also promote and sell tickets for all Hall events to a much larger number of potential guests.

2. PILGRIM HALL MUSEUM:  America's oldest operating museum (constructed in 1824) and a fine early example of Greek Revival architecture, Pilgrim Hall is planning to construct a new wing and new exhibition displays.  Given its truly unique collection and proximity to the largest planned garage at Memorial Drive, the museum would serve as an excellent introduction to many town visitors, especially those in search of historic early Plymouth.  A town information kiosk at the museum's forecourt would introduce other interesting destinations, tours and an overview of town history that would raise awareness of all that Plymouth offers.

3. MAYFLOWER SOCIETY HOUSE MUSEUM:  The handsome house museum (1754-1898) and gardens on North Street could become a more important attraction.  Its location and harbor overlook are special and it is the only destination with an extensive formal garden open to the public.

4. TOWN MUSEUM:  The 1749 Court House, the oldest wooden court house in the country, has a fine but spatially limited Town Museum.  The Library is also planning a genealogy center for visitors in the building.  There is ample room toward the south for a meaningful addition that could house expanded exhibits, a theater and a café, bringing more life to Town Square.

5. 1820 - 1857 COURT HOUSE: Located at the heart of downtown, the Courthouse's 19th century architecture and its position on Court Square inform us that it is an important 'public' building. It is perfect in location and image for a much needed significant cultural facility. The nearby Queen Anne-styled synagogue (former Methodist church) is for sale and could house live theater or an arts association / gallery.

6. JENNEY PARK: At the far south end of proposed downtown improvements is Jenney Environmental Park. This beautiful site has the potential to become more of a destination. Exhibits and play structures could creatively teach environmental lessons from the early Native Americans to present day inhabitants. Working with the adjacent Jenney Grist Mill, a Living History Attraction, they would become a destination for young families.

62. ***Hedge House Front Lawn Concert During the Tercentenary of 1921, President Harding participated in the town's celebrations and was the honored guest at the Hedge House reception and concert. Three years later, Hedge House was relocated to Water Street to free up the site for Memorial Hall. As on Court Street, the Water Street lawn can also serve as a small quartet concert setting.***

7. FIRST PARISH CHURCH: First Church at Town Square could once again present its weekly historic lecture series and at the same time allow visitors to see the church's famous, beautiful Tiffany windows.

8. HISTORIC HOUSES OPEN TO THE PUBLIC: Each of the town's smaller, historic attractions is very much unique. The wide range includes: Richard Sparrow House of 1640, which is Plymouth's oldest restored house and has "a fine collection of hand-crafted jewelry, glass paintings and wood by over 100 artists;"[7] Howland House of 1667, which has "17th century fine period furniture as well as artifacts, letters and documents, letters from famous descendants Franklin Delano Roosevelt and Winston Churchill;"[8] Harlow Old Fort House of 1677, offering "demonstrations of period cooking, spinning and weaving" and fun learning opportunities for children;[9] Spooner House of 1749, displaying "authentic furnishings from the colonial era to the 20th century and an enclosed 'secret garden;'"[10] Hedge House Museum of 1809, a "grand Federal-era mansion built and lived in by merchants and ship builders" with a wide range of exhibits;[11] and the Taylor Trask Museum of 1829, which focuses on "the strength of thought and ideals as expressed by the residents who lived… on North Street during the 19th century."[12]

63. ***Encouraging Live Performances Exterior settings must integrate basic theatrical needs into public space design. A second interior performance stage is needed in addition to Memorial Hall in order to increase the number of weekly performances. The outdoor performance above is part of Charles Riversing 2005.***

9. LIVE THEATER: Just as the town parades and Pilgrims' Progress are special, other ongoing events should happen. The return of sponsored archaeological digs of the original settlement (primarily at open space and parking lot locations) would add an element of historical research and fun. A small 'Art' movie theater might operate only once or twice a week in an existing

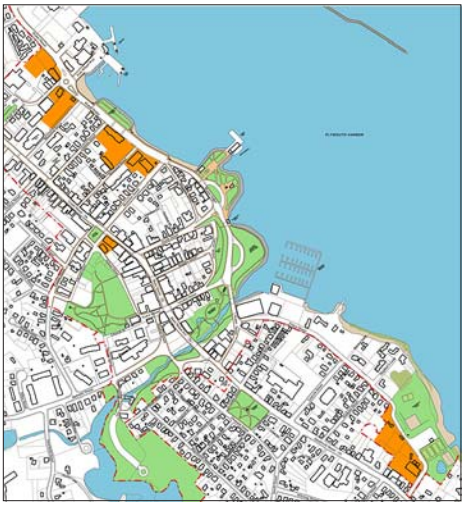
64. ***Quality Tour Leaders*** ***The best tour guides always know their information so well that they can customize it for a special group. Engaging and knowledgable guides make a big difference.***

church structure. A professional theater presentation of an historically correct 'Story of the Pilgrims' would add a much needed dramatic nighttime event to the downtown. Shakespearean plays written during the time of Pilgrim lives are almost always successful events.

10. QUALITY TOURS: A town-wide visitor tour path system is needed. Whether led by a guide on the most popular tours or self-guided, all tours must be researched and written with informative graphics. Likely tours include: Waterfront / Recreational (blue path), Pilgrim / Indian (brown or purple path), Post-1676 Town History / Architecture / Evolution (red path), and Environmental History / Green Lessons (green path).

## F. *Identify Key Development Sites*

There are seven prime development sites based on earlier Hard & Soft analysis and Opportunities projection. Most key parcels have waterfront views. Each quality location is adjacent to a public amenity that was recently improved or planned for significant upgrading. All are presently underdeveloped and large enough to incorporate their own parking needs.



65. ***Key Development Sites*** ***The six most attractive development parcels are colored orange and are described in the adjacent text. All but the Court Street site have waterfront views.***

1. PRIVATE SECTOR: There are six key private sector sites:

- One Water Street frontage block just north of Park Avenue (the former 1620 Restaurant) including a portion of Citizens Bank parking lot and possibly adjoining areas;
- Three of four Water Street frontage blocks between Brewster and Park Avenue (not including the Hedge House block);
- Former Department of Public Works Yard overlooking Stephen's Field; and
- One Court Street / South Russell combination parcel overlooking Court Square and the 1820 Court House.

All but one site at Court Square is projected to be residential (or possibly a hotel along Water Street) with active ground floor uses. The Court Square site should be office space with ground floor retail along Court Street.

2. PUBLIC SECTOR: The one prime public parcel is on Market Street immediately adjacent to the 1749 Court House and Town Museum. In order to increase cultural destinations in Plymouth, this parcel is projected to be a Town Museum addition.

All prime site viability will improve with the implementation of the Public Space Action Plan, the details of which are next in chapter 8, Public Space Design Recommendations.

# 8 *PUBLIC SPACE DESIGN*

As in other historic New England towns, Plymouth's public spaces increased in number and evolved over time. New squares were the focal points of institutional and commercial growth as the town expanded in the 19th and early 20th centuries. Each public space is a testament to its time and allows us some insight into the town's earlier priorities and daily life.

Some downtown open spaces offer clues as to how they can be made stronger and a more integral part of community life. Other locations offer little or no visual reference to their former importance, but research helps us understand what once existed. There are also genuine opportunities to build new public spaces along the waterfront where they have never been before.

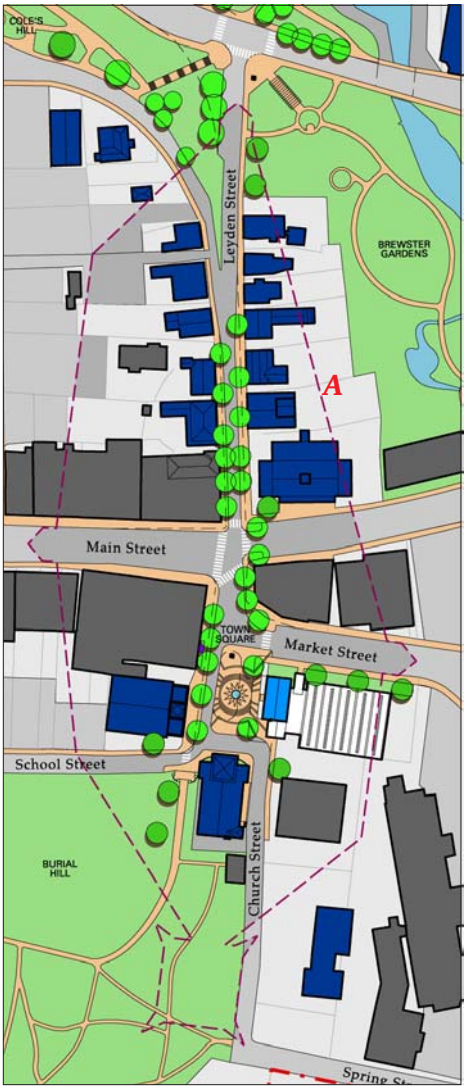
66. ***Portsmouth Downtown In the 1970's this New Hampshire town improved and expanded its pedestrian spaces, which set the scene for restaurants with outdoor dining space, a revived theater with its own film festival, artisan shops, bed and breakfasts, and an overall public spirit upswing. Downtown has become a true destination for people of all ages and backgrounds.***

This chapter focuses on six existing and two potential public spaces and their immediate environs in the Downtown / Harbor District. The eight spaces will be presented in the following order:

A. Town Square and Leyden Street;
B. Jenney Park and Pond;
C. Court Square;
D. Water Street Promenade and New Piers / Marina;
E. Depot Square;
F. Town Pier and Wharf;
G. Nelson Park and Beach; and
H. Stephen's Field.

Virtually all existing and proposed open space sites are owned by Plymouth. The Town Pier and Wharf improvements may require the inclusion of limited private land. The proposed piers and marina are under the jurisdiction of the Commonwealth.

67. ***Old Town Square, 1890*** (right) ***Before the Main Street Extension was built, Market Street was the connection over Town Brook and to Summer Street. This placed Town Square at the immediate edge of the downtown's transportation and most public streets. Grand American Elm trees embraced and highlighted Town Square activity.***




68. ***Leyden Street & Environs Plan The connector street is enhanced with planted trees and a true physical place at Town Square. The approximate Palisade location (A) is shown in purple. All pavement within the original settlement should be specially highlighted. White structures denote new construction.***

## A. *Town Square and Leyden Street*

Any uninformed visitor to Leyden Street and its Town Square would have no idea that they were walking on the oldest street in New England. There are a few clues, but the public space treatment is no different than any other street in town. Existing sidewalk widths are minimal and Leyden Street appears to stop at the Main Street intersection. Town Square is mostly asphalt and the center planting strip blocks the view of the First Parish Church, the "oldest continually active congregation in the country."[13]

Town Square/Leyden Street's public space goals are:

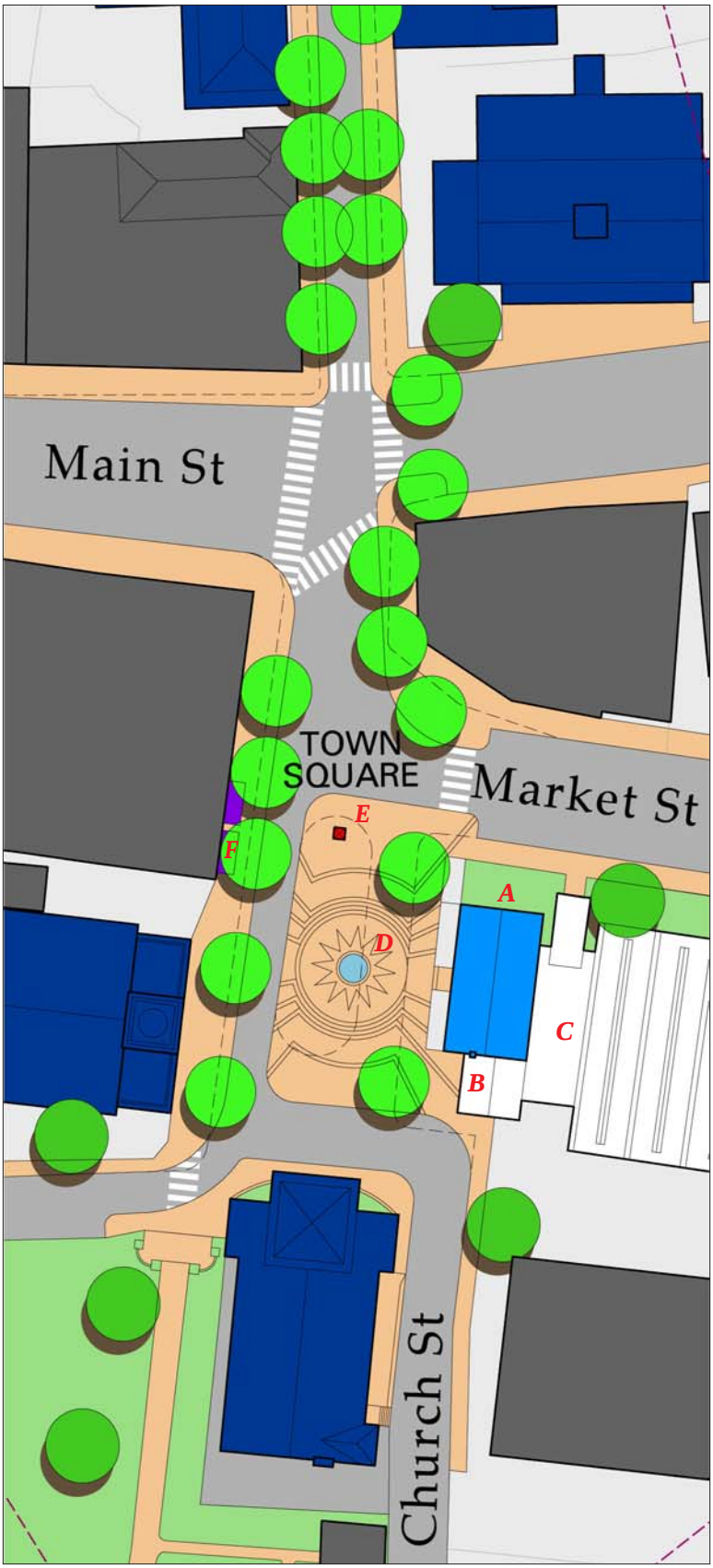
- Visually unite the lower and upper lengths of Leyden Street;
- Improve the pedestrian qualities of Leyden;
- Create a public square meeting place worthy of the site's history and location;
- Plant trees at historical locations (along the curb and not in the center);
- Develop a focus that invites pedestrian participation;
- Bring greater life to the square with animated ground floor spaces;
- Restore and showcase the many historic buildings and entry to Burial Hill; and
- Highlight the original Plymouth Settlement palisade limits.

The tight width of Leyden Street and its through-traffic needs limit the widening of existing sidewalks to an additional five feet (5'-0") on the south and three feet (3'-0") on the north. The layout for Town Square incorporates a one-way street into the square on Leyden, which would lead to the church parishes' existing two-way driveway near Church Street, and a right turn onto School Street. The 50 by 105 foot pedestrian plaza is in scale with its surrounding buildings and connected with the 1749 Court House/Town Museum.

69. ***Leyden Street, 1890*** ***Trees were planted just outside the curb-line, close to where current curb-lines are. The Action Plan recommends locating trees similar to above, which is accomplished by widening current sidewalks 5'-0" on the south and 3'-0" on the north.***

70. ***Roman Food and a Great Name*** ***Relatively affordable, good Italian food is popular with young families. At the same time it can be profitable for the restaurateur. Such an establishment would succeed on the side of the M&M building overlooking new Town Square. Outdoor dining should take place under the awnings when needed.***

71. ***Town Square & Environs Plan*** (right) ***Intimate and friendly in scale and design, new Town Square allows car and service truck access much like it is today. The plan relocates all trees to the edges as it was in the past. A new Visitors' Center (A) is located on the lower level of the 1749 Court House and a coffeehouse/cafe small addition (B) opens to the square. A 20,000 square foot addition to the Town Museum (C) fronts Market Street. A raised fountain (D) and a four-sided kiosk (E) begin to embellish Town Square. An adjacent restaurant (F) opens up to the square and helps animate the space.***



72. ***Piazza Del Campidoglio Rome's Capitol (center) and adjoining structures are lit up at night, which helps create a public walking destination for residents and visitors alike. Town Square, even with its more intimately scaled buildings, should also be dramatically lit at night and become a stage for small town events.***

In order to bring a more animated life to Town Square, the Court House/Town Museum must expand to include one of the two town visitor centers (visitors would park at the planned Main/Market Streets garage), a small coffeehouse/café opening to the square, and up to a 20,000 square foot museum addition. Town Square should also be the starting point for numerous scheduled tours. The recently purchased, adjacent M&M building should incorporate a small restaurant on the north side of Leyden, which would help further in making Town Square a more important destination.

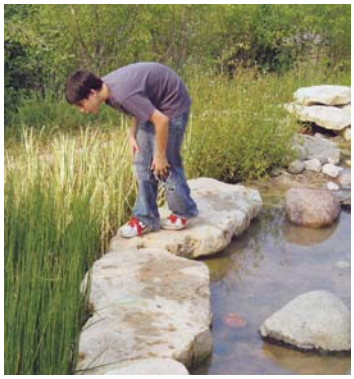
A raised fountain would help animate the center of the square (especially with children) and offer a cooling spray during the summer. A directional pavement pattern, calling out the names of surrounding attractions and historic sites, would encircle the fountain. The steep plaza site would incorporate an approximate seven-foot (7'-0") change in grade east to west by carefully locating and grouping steps. Relatively flat areas are designed to occur around the fountain base and along two curved spaces, the latter for café tables and chairs. Grouped steps form two informal seating areas. Trees will be carefully located to frame the three building entries and open the historic view of the First Parish from Main Street. The town plan also recommends up-lighting the square's three buildings (the 1749 Court House, the 1899 First Parish and the 1840 Church of the Pilgrimage), so that Town Square would become a special place for Plymouth events, both day and night.

73. ***Information Kiosk Prototype Well located throughout the public space system and frequently updated, kiosks can tell a great deal to all who pass by. The first side would consist of easily understood district and locale maps. Another side could focus on the history of a local square, building, interesting resident and/or possible tours. Daily and weekly events, museum hours and jitney schedules should be listed. The fourth side might have comparative photographs of Plimoth Plantation and Leyden Street. (Carlone designed kiosks)***

The use of handsome coordinated display kiosks, sidewalk markers, historically appropriate paint colors on all existing structures, and even a well conceived fountain can add fun and beauty to learning. It is most important to form a strong partnership with Plimoth Plantation and mark out the limits of the original palisade settlement on present day Plymouth. Making a clear connection between the present day Leyden Street/Town Square area and the Plantation's 1627 re-created settlement is critical. Photographic comparisons of existing Leyden Street views with earlier ones portrayed at the Plantation will be informative and spur greater interest in Leyden and Town Square. It will also promote Plimoth Plantation.

74. ***Building a Wampanoag Long House A Wampanoag presence at Jenney Park would add an educational experience to the historic setting immediately adjacent to downtown.***

75 & 76. ***Specific Park Areas The inclusion of a Council Ring or 'Powwow' provides an excellent gathering place. Young children will feel secure in an area meant only for them.***



77. ***Wetland Study One of the highlights of the park could be a detailed exploration of rich and varied wetland life as part of a school program.***

## B. *Jenney Environmental Park and Pond*

Jenney Park is a largely hidden, under-utilized 6.5-acre resource. Unfortunately, much of its flat area is taken up by a five hundred fifty foot (550') long parking lot. While the park is virtually landlocked on the east, south and west**,** it does have two access points (relatively near each other) toward Town Brook and Summer Street.

Jenney Park project goals are:

- Call out the historical significance of Watson's Hill, including Plymouth Indian / Pilgrim use of what is now park land and surrounding housing;
- Integrate themes that focus on the Plymouth Indians, natural features, environmental education, etc.;
- Create a new desired attraction in concert with the nearby Jenney Grist Mill and the 1640 Richard Sparrow House;
- Expand access to the surrounding neighborhood via Robinson, Mayflower and Stafford Streets;
- Upgrade pedestrian access to points southwest along Town Brook (Holmes Playground, Billington Sea, Morton Park);
- Improve nearby Spring Street pedestrian way as a better link to Burial Hill and Town Square; and
- Strengthen path connection across Spring Lane to Jenney Pond and points northeast along Town Brook, including nearby Howland House (built 1667).

The planned family-oriented "theme for Jenney Park should be based upon its natural history as well as the native people's history. Today, it is a green-way for the town and the site of several historic river restoration projects including the first coastal dam removal in Massachusetts." In the future it could include a small arboretum with native upland and wetland plants, and identification plaques to historical markers of the former almshouse, Watson's Hill, etc. Other themes may include native people teaching Pilgrims to use the herring as fertilizer; the brook as a source of industrial power; and the fact that passage of herring over dams goes back to 1632.[14]

The schematic design of the park reduces the length of the parking lot to free up enough level land for a variety of learning and play environments. It is hoped that a true Native American presence can be developed. There are eight areas of interest connected by a new path system that makes the walk up steep Watson Hill quite accessible for almost everyone. A small canoe dock juts into the water, which will help children explore the health of the pond.

78. ***Jenney Environmental Plan*** ***As an environmental education park, Jenney will have many things to do that would interest a young family. This includes Natural and Native American history, modern ecology including careful wetland study, an overall learn-as-you-play theme, and canoe access to the pond, all highlighted ideally by a Wampanoag presence. The large area on Watson's Hill is planned to be a 'powwow' location and one of the areas along the water could be a Native American cornfield. A new path system connects back to the neighborhood and all park areas. Note Town Square is at the upper left corner of the drawing.***

79. ***Aerial Photograph*** (right) ***With the Court House complex on the upper right, other impressive buildings help define the square. However, there are two 'soft' parcels at the square's upper left where change is likely. Court Square also offers the potential for a direct entry to Burial Hill (top center).***

80. ***Brewster Street Connector Plan*** (below) ***In order to encourage waterfront visitors up to Court/Main Street retail, Brewster Street is planned to have a series of pedestrian amenities including new tree 'bump-outs,' buried utility lines, lighting and circulating jitneys.***

## C. *Court Square with New Link to Burial Hill*

This civic square is the only public open space for one half of a mile on Main / Court Streets between Brewster Gardens and Depot Square. Given its central location and adjacent sites' potential, Court Square should play a more important role in downtown daily life. Active first floor building uses and their space definition are critical to the success of any square. Obviously, the future use of the Court House complex is significant not only for the square but also for Court Street's retail business viability.

The goals for Court Square are:

- Visually improve the existing open space for greater public enjoyment and to help attract more patrons to adjacent Court / Main Street businesses;
- Provide an attractive forecourt to future restored Court House buildings;
- Improve the Court Square open space as a catalyst to encourage appropriate restoration and redevelopment of properties surrounding it;
- Provide a significant new access point to Burial Hill including appropriate signage;
- Use Court Square to provide a new 'gateway' entrance to a new staircase / accessible ramp leading up to Burial Hill for visitors along Court / Main Streets and Brewster Street; and
- Improve pedestrian safety.

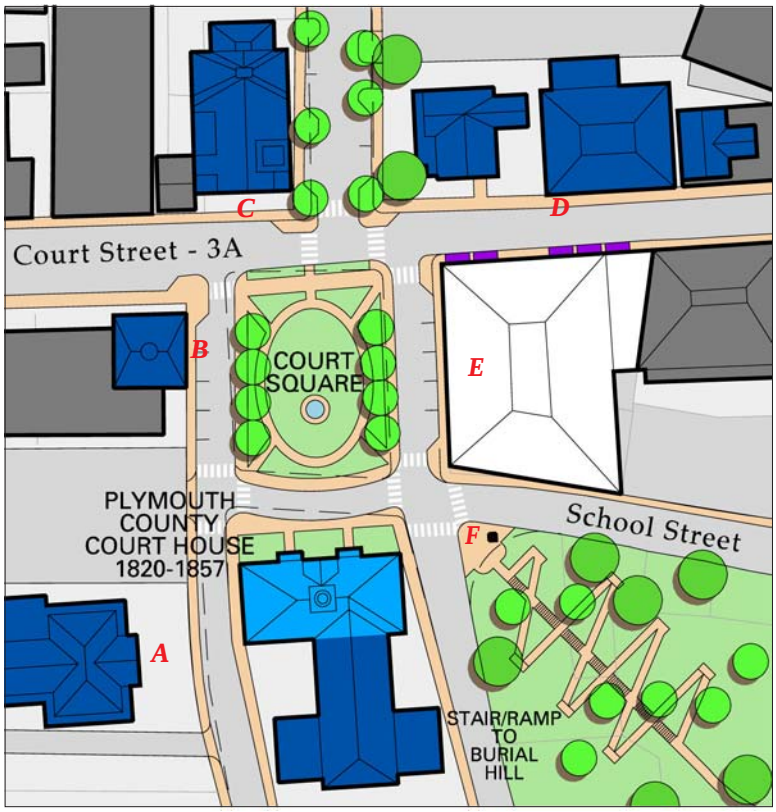
Court Square has changed form and size over almost two centuries of existence. Its 1820 elegant oval shape was very appropriate as a forecourt for the new Plymouth County Court House, built in the Federal style. As the building was doubled in length and redesigned in the then popular Italianate style in 1857**,** Court Square was also enlarged in a rectangular form to

81. ***Plymouth County Court House*** (right) ***In 1857, the Court House (below) was renovated and enlarged with two new window bays on the north and south in the popular Italianate-style, which helped transform the Court House and Square into the town's visually impressive public building and square. Visitors assume it is town hall.***

82. ***Court House Drawing, Circa 1845*** (below) ***The original '1820' Court House was a handsome Federal-style structure with a fashionable oval-shaped square in front. Interestingly, Brewster Street came after, not before, the court house complex was built.***

match the new building width and directly connected to the structure.[15] The growing need for parking in the 20th century cut into the square along Russell and South Russell Streets and 45 feet of asphalt separated the building from Court Square. Today the landscaped area is approximately 70 feet by 70 feet in size.

In order to magnify the open space's visual impact on the area, including strengthening the Brewster Street connection with the waterfront, ten surrounding curb-side parking spaces are recommended for relocation. By doing so, Court Square would




83. ***Court Square Plan*** (right) ***The public space plan makes the square more visible and inviting to all passersby, especially those coming up from the waterfront. By maintaining the 20th century road separation between the court house and square, the planned Court Square is 85% in size of what it was in the 19th century. Aligned trees, crosswalks and paths better open public views to the historic Court House. A new oval-shaped path recalls the original square, as shown above. Important surrounding buildings include: Registry of Deeds and Probate Court (A); Bartlett-Russell-Hedge House, 1805 (B); Beth Jacob Community Center (C); The Davis Building, 1889 (D); proposed new office building with ground floor retail (E); and proposed new entry to Burial Hill and information kiosk (F).***

84. ***Bartlett-Russell-Hedge House, 1805*** ***Built before the Court House and Square, this fine, Federal-style former residence retains much of its original exterior detail. The masonry facade was almost certainly unpainted red brick with stone embellishment at window and entry locations.***

be enlarged to an 85 foot by 110 foot green area that will open up completely to the roadways, much like it did in the 19th century. An oval path is a reference to the square's original shape and a new fountain recalls the 19th century focal point. Although the proposed square is still not as big as it was in the 1850's, it is more in balance with the Court House structure and the main downtown shopping streets.

A new stair and accessible ramp from Court Square to Burial Hill are also proposed. These additions would help make the historic hill a more integral part of downtown and encourage visitors to see the beautiful views of the harbor and the town below from Plymouth's highest point.

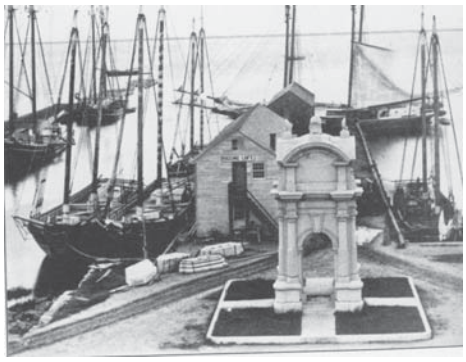
There is an important 'soft' site immediately south of Court Square that is approximately 110 feet by 135 feet. This site is suitable for a three-story office or town use structure with ground floor retail on Court Street.

85a. ***Brewster Street Connector*** (right) ***New Brewster 'connector' improvements are planned to include: buried overhead utilities, new lighting, new street trees in bump-outs, better located crosswalks, appropriate signage and jitney route.***

85b. ***Beth Jacob Community Center Building*** (right) ***The white, former church structure just right of the Court House has a considerable amount of fine Queen Anne-style detail. When painted with a historically correct mix of colors, it would come to life and better enhance its surroundings. Presently for sale, it might make sense as a small live performance theater.***

86. ***Water Street*** (right) ***This 1910 photograph shows the waterfront between Brewster and Chilton Streets, before the seawall was built and the Town Pier area filled. James Baker reminds us that the downtown waterfront was partially industrial with Mabett's mill at center left and mill housing at center right.***

87. ***Plymouth Harbor, c. 1870*** (below) ***The original Plymouth Rock canopy is in the foreground with numerous fishing schooners in port. Fifty years later the area was filled for Plymouth Memorial Park and a new, larger Plymouth Rock canopy.***



88. ***Aerial Photograph*** (above) ***Three of the four waterfront blocks, which are some of the most valuable land parcels in town, are underdeveloped, two of which are primarily parking lots today.***

89. ***Water Street at Grade*** (right) ***The stretch of asphalt is completely out of proportion with pedestrian and traffic safety, open space goals and development opportunities. From this view it is hard to believe that there really is a beautiful harbor beyond the seawall.***

## *D. Water Street Promenade and New Piers/Marina*

Waterfront public spaces are special. Even deteriorated harbor buildings and piers retain a magical invitation for exploration. Plymouth's historic waterfront focused on its active piers intermixed with shipping, industry and recreation at the foot of Cole's Hill. Up until the coming of the railroad during the mid-1800's, it also served as downtown for Plymouth's 6,000 residents.[16] Almost all harbor-related buildings were torn down and the old port was filled in to create Pilgrim Memorial State Park, the site of the 300th anniversary celebration of the Pilgrim's landing. In one year the harbor's history and energy were transformed into an imagined, naturalistic Pilgrim landing park.

Just to the north of Pilgrim Memorial is an 800-foot long seawall and linear parking lot, which are slated to become a much improved public space and safer Water Street. This study area consists of both sides of Water Street, between Brewster Street and Park Avenue, including Mabbett's Park.

90. ***Safe Bicycle Lanes*** ***A number of family residents and downtown workers have asked for defined bicycle lanes beginning along the waterfront and eventually throughout town.***

91. ***Sand Castle Competition*** ***The sand's poor condition along the seawall sends the wrong message to all. The town should bring in fresh sand and program waterfront events.***

92. ***Small Cruise Port*** ***Town officials are investigating Plymouth's potential as a small cruise ship destination.***

The goals of this significant project are:

- Improve pedestrian and traffic safety;
- Maximize a sense of a 'people place' along the seawall waterfront;
- Reduce the 62-foot "asphalt sea" distance separating people and buildings from the harbor;
- Connect the human activity of Pilgrim Memorial Park to Town Pier;
- Build new public piers and marina into the harbor;
- Emphasize connections back to Court Square and Pilgrim Hall Museum by way of Brewster and Chilton Streets, and proposed jitney routes; and
- Create public bike lanes along the waterfront.

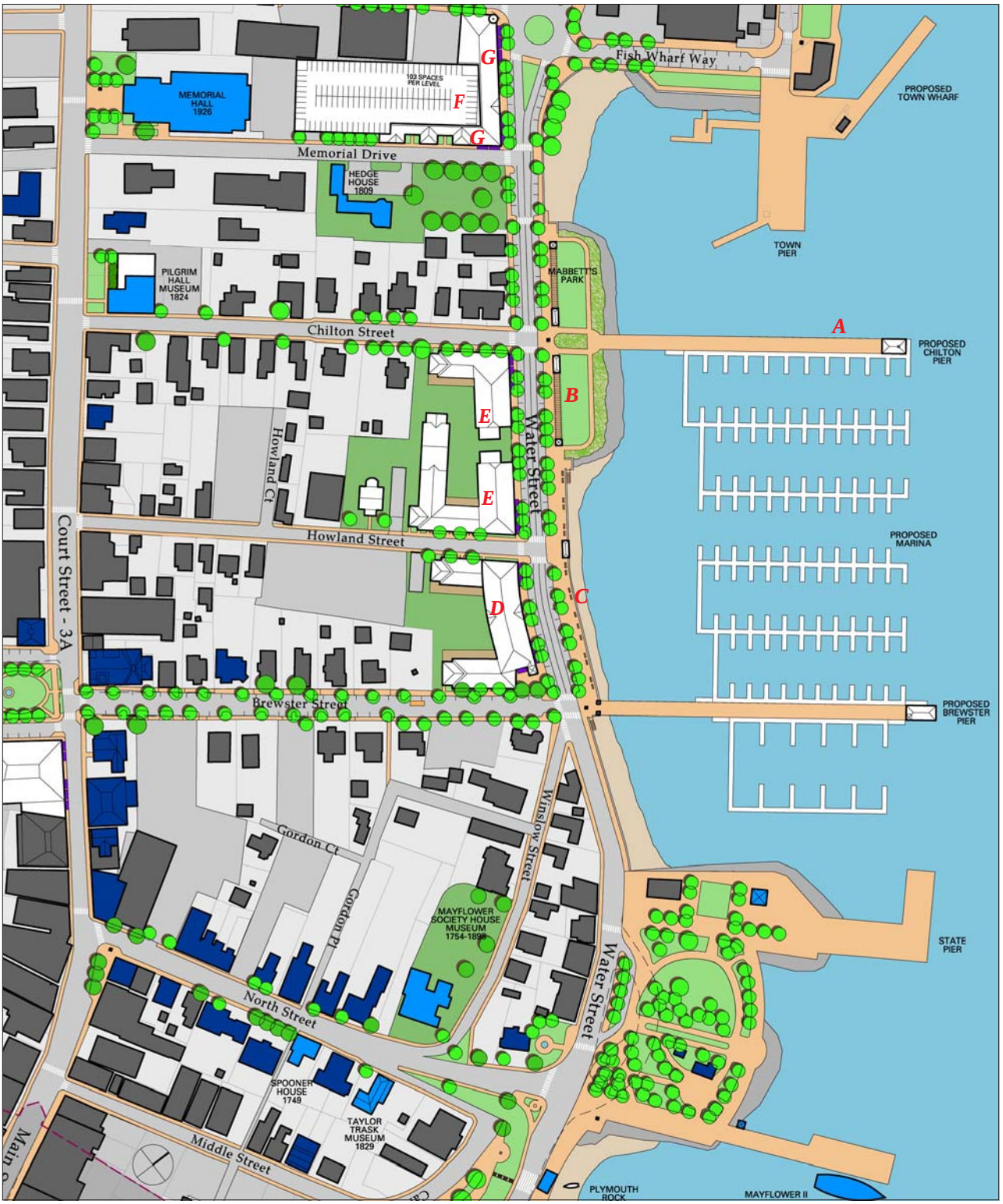
Water Street is 62 feet wide even though the road has just one traffic lane in each direction and street parking on both sides. This width can be reduced, improving pedestrian and car safety, adding as much as 20 feet to the waterfront pedestrian experience, and creating more of a harbor place destination.

The existing 9-foot wide sidewalk will be enlarged to an approximately 30-foot wide promenade. It is designed with small pavilions for shelter, pergolas and trees for shade, and enhanced historic town lighting to connect the promenade to the historic town center. Pergolas and pavilions will define the west edge of Mabbett's Park.

There are a number of key, privately-owned frontage sites on Water Street between Brewster Street and Park Avenue that are very likely to redevelop over time as predominately residential and would significantly improve the waterfront and town images. These sites presently include parking lots, one story structures, inappropriate uses in the historic district, and some building uses that may no longer be profitable.

Future buildings' ground floors should be active with restaurant / coffeehouse or maritime uses along the west side of Water Street. Adjacent sidewalks need to be widened for outdoor eating purposes. This can be accomplished through zoning as a 5-foot setback from the property-line.

When approved and constructed, the proposed 270-vessel multiuse marina located between Town and State Piers will have a significant positive impact on enlivening the waterfront. New pier landings and gangways at Chilton and Brewster Streets would help animate the redesigned harbor edge.




93. ***Water Street Promenade*** ***The potential for positive change, public and private, is greatest along the waterfront. The Promenade plan brings the waterfront experience closer to people, animates the harbor between Town and State Piers, and recommends appropriate private development. Particulars include: small cruise ship pier (A), pergolas and pavilions (B), widened pedestrian way and lowering of seawall (C), proposed residential development with some restaurant use (D and E), and Memorial Drive garage (F) with residential/limited retail 'liner' building (G). White structures represent new construction.***

94. ***Plymouth Railroad Station*** (right) ***From 1905 to 1959 this handsome structure served the downtown and surrounding neighborhoods well. Depot Square was designed to enhance coming and going to the station and to highlight the railroad's importance in the fabric of the community. The square's simple and straightforward design focused directly on the symmetrical building's entrance.***

95. ***Axial View Toward Former Station Location*** (above) ***In this view with Court Street behind us, Depot Square's proportions and potential seem much greater than when looking at the square from a passing car. The square will remain the first public space greeting visitors from Route 3 as they enter the downtown and therefore needs to make the town's first great impression.***

96. ***East End of Depot Square*** (above) ***Parking spaces were awkwardly cut into the square over the years. This has created an unsafe situation with parked cars backing out of their spaces directly into Park Avenue's traffic. From safety and aesthetic points of view, the park should return to its original form.***

## E. *Depot Square*

Depot Square drew its identity and spatial strength from Plymouth's now demolished railroad station. Train service to the Downtown / Harbor District begun in 1845, stopped in 1959. Since that time, the square has been cut into and parked on, and is rarely inhabited. Increased traffic along Samoset Street / Park Avenue, the heavily used entry route from nearby Route 3, and Court Street / Route 3-A, the principal locally used road, has isolated the green island from its neighboring buildings.

Before World War II, surrounding structures were built close to the sidewalk and defined significantly better the overall shape of the square. Depot Square's center axis aligned exactly with the railroad station's main entry. This relationship gave a strong sense of order to the Square. The composition indicated the railroad was important to Plymouth. A bank parking lot now occupies the former railroad station site.

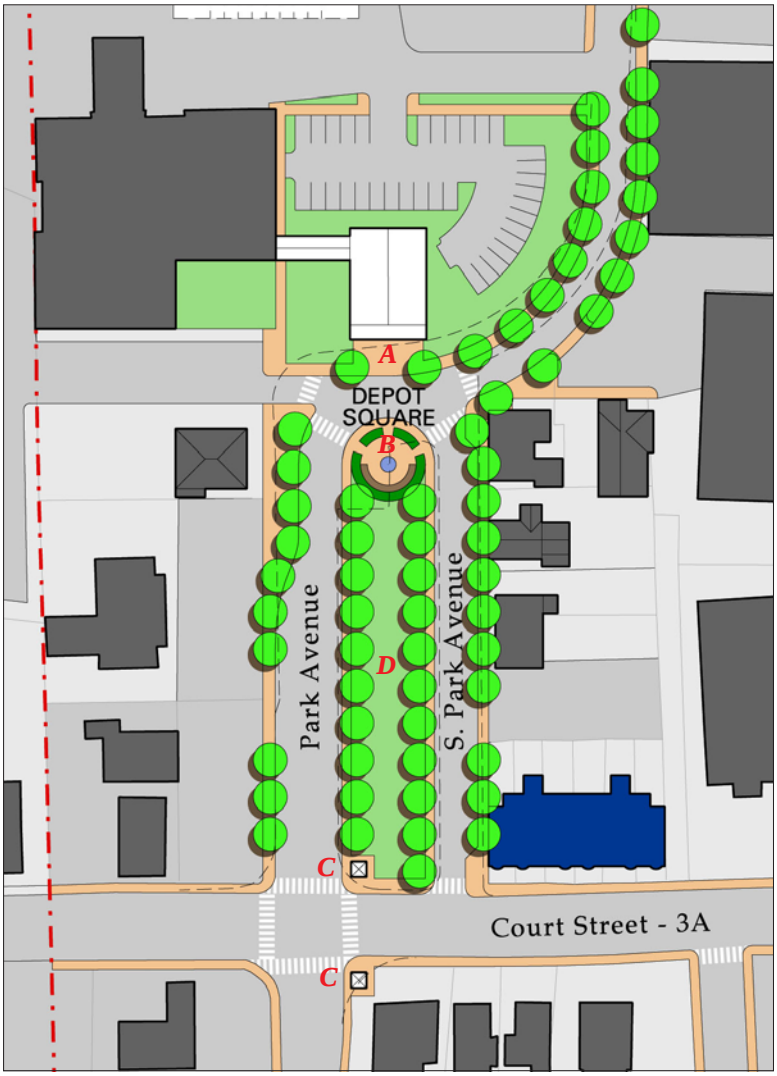
The goals for Depot Square are:

- Provide a more attractive 'gateway entry' to downtown and the waterfront for visitors arriving into town from Samoset Street;
- Redesign the Court Street / Samoset Street intersection to better direct arriving visitors into the downtown (Court and Main Streets) instead of strictly toward the waterfront;
- Visually reduce vast areas of undifferentiated asphalt by providing well-defined curbed street edges between Park Avenue and adjoining private parking lots;
- Improve pedestrian safety; and
- Improve Depot Square as a catalyst to encourage renovation and redevelopment of properties surrounding it.

The town is separately exploring a redesign of the Samoset / Court Streets intersection down to Water Street. Depot Square needs to better define both car travel and pedestrian ways, as

well as receive new planting. The schematic design respects the original lines of trees, but also adds a small seating area on its eastern end, where 2 crosswalks meet. The old railroad station site still demands an appropriate replacement structure. The action plan recommends a classical-style building directly on axis with Depot Square. This structure could be connected to the site's main building as shown on the site plan. The structure's design and use are important to Plymouth's public image.

The reconstruction of the square offers an opportunity to make entering the town more easily understood and enjoyable. The design should incorporate memorable signage directing visitors first to downtown (right turn), then the harbor (straight ahead) and North Plymouth (left turn). This and other directional signage needs to be consistent with the district's earlier described signage / information / kiosk system.




97. ***Depot Square and Environs*** (right) ***As part of a separate town intersection study, Park Avenue's curb-line location will be changed approximately as shown. The Public Space Plan recommends: a new civic structure (A) where the railroad station entry once existed, a circular pedestrian rest area (B) at the curved end of the square, directional signage gateposts (C) on both sides of Court Street, and the Square's central lawn (D). White structures indicate new construction.***

98 & 99. ***Town Pier*** ***Much of the area today serves as parking with buildings few and far between. Only two structures are more than one story in height.***

100. ***Quincy Waterfront*** ***The 3-story, pitched roof buildings are a good example to emulate but the numbing 'grayness' is not.***

101. ***Newburyport*** ***If the harbor is dredged, small cruise ships and perhaps even the 'tall ships' could visit Plymouth in the future.***

## F. *Town Pier and Wharf*

A sense of vibrancy is in the air when town fishermen return with their daily catch and tourists excitedly line up for a number of different boat tours. The Town Pier and Wharf area includes a number of mostly seafood restaurants, but the largest use of the land is a public parking lot from the back of the restaurants to Water Street. Largely owned by the town and partially leased to existing businesses, this area should make better use of some of the 'most valuable property' in downtown Plymouth.

The goals for the Town Pier and Wharf area are:

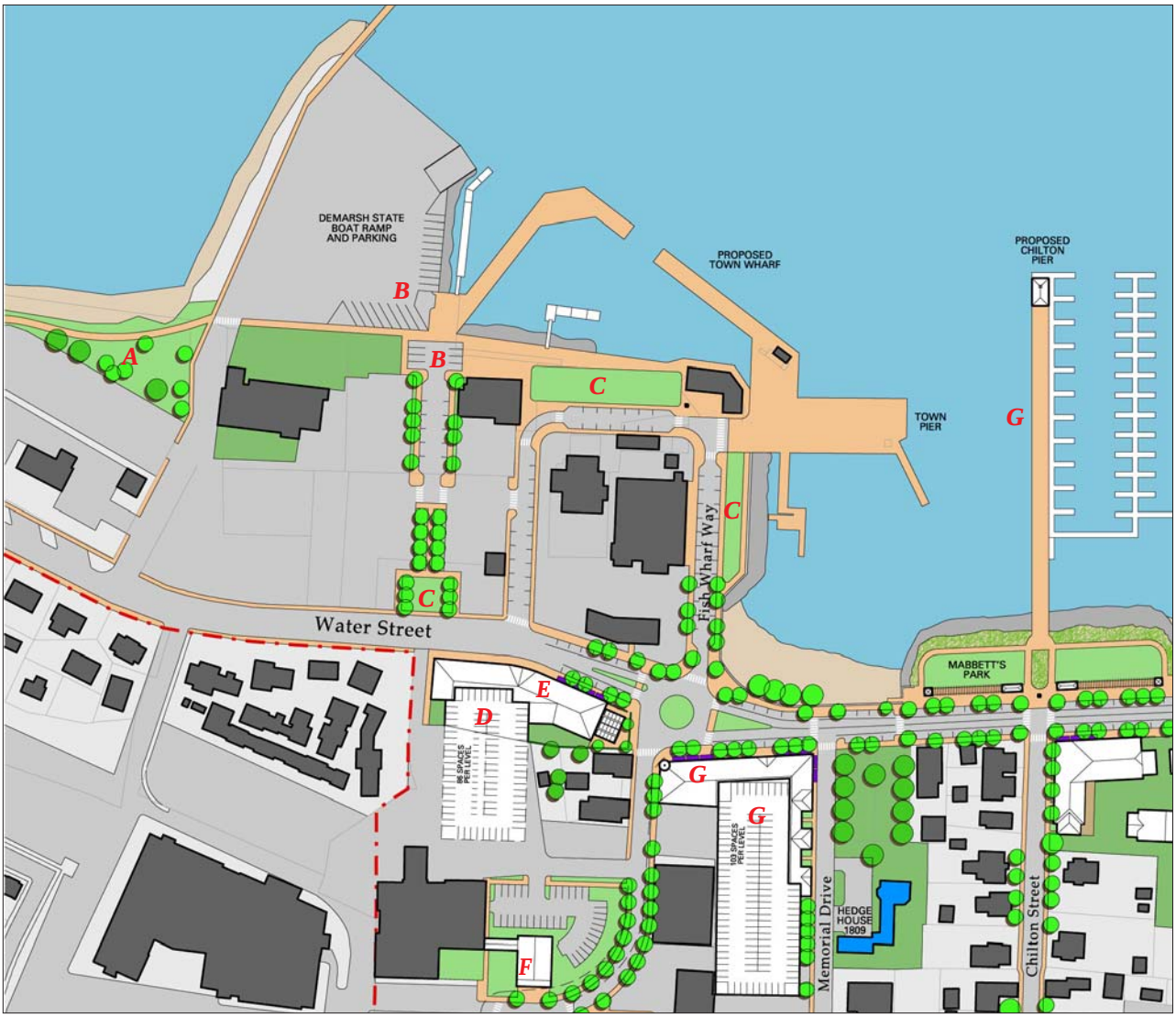
- Provide a new public landscaped walkway / esplanade around the entire perimeter of the site with links to the larger waterfront pedestrian network;
- Provide for fishermen's operational and parking needs;
- Initiate a new internal street and parking plan to provide well-shaped future development parcels to encourage the expansion of existing commercial operations and allow new commercial and mixed use development in the future;
- Provide street trees along new / rebuilt internal streets;
- Prepare a plan that encourages a discussion with the Commonwealth to better utilize the adjoining DeMarsh State Boat Ramp for new and more varied recreational needs and public access as well as parking for boaters; and
- Reorient much of the large parking lot into a series of smaller-scaled parking lots and street curb-side parking to create a more 'village street' feel.

Because of existing town / private business leases, a longer time period is required to build out an interconnected strategy for the Pier and Wharf area. The town plan would include existing businesses, town fishermen, small hotels, and additional restaurants and waterfront oriented uses. In order to maximize the Town Pier / Wharf area, the majority of parking should be moved off site. The former 1620 Restaurant and adjacent parking lots are the closest and most appropriate site to best integrate a parking garage. The town plan shows how a private / public garage could be built with a phased residential or small hotel 'liner' building screening the utilitarian parking structure from public view. This parking garage strategy would allow the Town Pier and Wharf to be more of a desirable town destination consisting of smaller rather than large buildings.

Of particular interest is the possibility of a small cruise ship port adjacent to Town Pier. The small cruise ship industry is a

102. ***Potential Build-out*** (above) ***If parking is primarily located across Water Street, Town Pier's development will be much less suburban and more downtown-like in scale and character.***

growing and profitable enterprise, especially in New England. It would perfectly complement town plans and make the Pier / Wharf site even more valuable. The town plan strategy incorporates the most recent Town Wharf design. Plymouth plans to formalize an existing loop roadway (in part Fish Wharf Way) with curb parking, maintaining access and parking for the town fishermen, pedestrian walkways and related open space along the harbor and Water Street, as well as existing business needs. Together they set the stage for greater and better development.




103. ***Town Pier and Environs*** ***The Public Space Action Plan provides: Pump House open space improvements (A), fishermen parking/service areas (B) and pedestrian/open space infrastructure at three locations (C). In order to properly develop Town Pier's waterfront sites, the plan recommends locating a new public garage across Water Street (D) 'shielded' by a new hotel/housing building (E) and a restaurant on grade. Nearby improvements are part of Depot Square (F) and Water Street Promenade (G) plans.***

104. ***Walking the Beach*** ***Many people enjoy walking along Nelson Beach and its adjoining wetlands. Of all the waterfront study areas, Nelson is the most natural with beautiful stretches of swaying dune grass. As mentioned in the appendix's Historic Highlights (page 78) Nelson is more like the true 'New World' the Pilgrims actually experienced and not the forest of trees imagined in 1920's design of Pilgrim Memorial Park.***

105. ***Southern Edge*** ***Relatively new playground equipment will be relocated away from existing housing and closer to the concession stand rest rooms. The adjacent residences were built so close to the riprap retaining wall that public shore access at high tide is denied.***

106. ***Eastern Edge*** ***Most of Nelson Park's beach front is overwhelmed by parked cars.***

## G. *Nelson Park and Beach*

Located at the northern end of the Downtown / Harbor District study area, the strengths of Nelson Park and Beach are its handsome views of the harbor, north edge wetland and coastline. However, given the open space's limited size, the present parking area location immediately along the beachfront is inappropriate. Nelson has relatively few trees and is in need of renovation.

A revitalized Nelson Park's goals are:

- Enhance beach area;
- Return the enjoyment of the waterfront to the pedestrian by pulling the parking away from the beach edge;
- Extend natural beach elements into the park;
- Create a looped path system internal to Nelson Park;
- Incorporate the town's bike path with short and long-term waterfront pedestrian / bicycle plans;
- Add tree plantings and picnic areas;
- Develop a more efficient, double loaded parking lot;
- Help soften the views of the parking area from the water's edge;
- Create a safer intersection at Nelson and Water Streets and the park entry.

The design for Nelson Park and Beach re-creates a 'natural waterfront' open space enriched with sand dunes, beach grass and activity lawns. The park plan incorporates the town bicycle path from the north and integrates new pedestrian walkways, which total a quarter mile walk just within Nelson's confines. Park paths will connect with the Harbor Walkway to Town Pier and a 'low-tide' beach path also leading to downtown.

New beach grass dunes will help create a sense of enclosure of the various spaces, partially containing picnic areas and a relocated playground. The concession stand will be renovated with cedar shingles, a new roof and other design elements more typical of a 'Shingle' or 'Cape' style structure. The beach is not very large and would periodically benefit from fresh beach sand at non-vegetative locations.

The vehicle entry to Nelson is at the tight intersection of Water and Nelson Streets, where a number of car accidents have occurred. The town plan recommends a new three way stop sign intersection along with sidewalk and crosswalk improvements.

107. ***Nelson Park and Beach Plan*** ***This northernmost open space in the district requires complete renovation. The park will interconnect with the town bicycle path (A), passing nearby wetlands (B) and continuing down Water Street (H). The rejuvenation plan merges together park and beach by integrating lawn areas and beach grass dunes (C). The playground (D) is relocated near the renovated concession building (E). Two buildings (F) physically prevent public access. A low-tide informal path (G), the widening of the Water Street sidewalk (H) and proposed bike lanes will improve the connection to the downtown/harbor area. Nelson and Water Streets' dangerous intersection and park entry (I) will have a new three way stop sign to enhance safety.***

108. ***Plymouth Farmers' Market  Special public activities overseen by dedicated people bring public spaces to life and enhance residents' emotional connection to that open space.***

109. ***Stephen's Pond  Heavily infiltrated by plant growth, the pond will be restored to its original size and as a quiet, pastoral feature in the park.***

110. ***Alternative Plan  Instead of knitting together the residential neighborhood as shown in the preferred plan (figure 111), a larger town sports park without housing is possible.***

## H. *Stephen's Field*

Located at the southern end of the Downtown / Harbor District study area, this site has a number of features in need of rehabilitation or replacement.  Over the years, Stephen's Field has been negatively impacted by the adjacency of the DPW Yard activity.  The alignment and condition of the service road have encouraged some speeding and spin-outs on gravelly, exposed earth.  The Field's outdated, present character and its large parking lot dividing the park in half require a more holistic design approach.

In concert with the redevelopment of the former DPW land, Stephen's Field goals are:

- Restore environmentally sensitive areas and enhance beach area;
- Retain and enhance existing features that are useful, attractive and properly located;
- Remove or replace features that are not useful, unattractive and poorly located;
- Coordinate improvements with redevelopment of town-owned, former DPW lands;
- Improve links to community (Sandwich Street, Plymouth Harbor and Union Street);
- Knit together the adjacent residential neighborhood edges by transforming area image, use, and safety; and
- Improve perimeter views and overview of Stephen's Field.

An exciting opportunity to dramatically improve a waterfront park and adjoining neighborhood edges exists at Stephen's Field. The new road alignment is proposed to be more of a true extension of Union Street, continuing closer to the harbor with a more graceful curve in the road to connect with Sandwich Street. The pair of one-way streets (same southerly direction as present road, but Elliptic Way is going in the opposite direction) can have parking on both sides of the street totaling approximately 125 parking spaces.

This alignment creates a waterfront park and a large central field.  The improved waterfront park would restore the small pond, relocate the boat ramp and playground near a new concession / rest room structure and would focus on the harbor edge.  Union Street and Sandwich Street neighborhood edges are connected with new housing on most of the former DPW Yard grounds.  This approach increases the amount of green in the park and also provides an informal means of surveillance from the new housing.

111. ***Stephen's Field Plan*** ***The study area consists of park land and the adjacent, former DPW Yard. Pedestrian and bicycle connections include new Union Street sidewalk construction (A) and an informal, low-tide path (B). New park improvements consist of: a relocated boat ramp (C), community structure (D), relocated play ground (E), information kiosk (F), and garden pavilion (G). New adjoining housing includes 4 single family houses (H) and 24 townhouses (I). Three adjacent parcels (J) are considered 'soft.'***

A
G
F
H
I
E
D
J
B
C
PLYMOUTH HARBOR

# 9 *PLAN IMPLEMENTATION*

112. ***Implementing at the Large Scale*** ***The Public Space Action Plan (left) focuses on creating a number of wonderful people places. Nevertheless, the streets, paths and bike lanes connecting those spaces together are equally important. Great towns/cities have a hierarchy of squares, parks and streets that evolved over the centuries. The key in implementing new improvements is to be faithful to the overall Action Plan intent, strategy and design.***

***Nelson Park & Beach (A) is at the upper left and Stephen's Field (B) at the lower right of the site plan. The Downtown core includes Jenney Park and Pond (C), Burial Hill (D), Court Square (E), Depot Square (F), Town Pier improvements (G) and Water Street Promenade with Mabbett's Park (H). The Commonwealth's plan for Pilgrim Memorial Park (I) includes a new town-proposed Performance Stage (see page 73, figures 118-119). Brewster Gardens (J) was handsomely renovated in 2005.***

113. ***Implementing at the Small Scale*** ***An easily implemented first step should include adding earlier street names in smaller type under the present name on all district street signs.***

Plymouth's Public Space Action Plan will be implemented and coordinated over a number of years as funds are made available. The overall plan implementation will primarily include public open space and related roadway improvements, but also specific parking garage and private development massing studies, town design and architectural guidelines, public and private design coordination and controls, and historic displays / signage / kiosk preparation and design. The Action Plan will coordinate with efforts to design, develop, fund and construct two other integral projects, the Pilgrim Memorial State Park / Middle Street Visitor Center and the Memorial Drive Parking Garage.

The plan will involve Plymouth officials and community leaders, their consultants, private property owners, developers, the Commonwealth and Federal governments. The key to success will be a coordinated, cooperative effort between public and private sectors; neither can do the job alone. Continuity is essential.

## A. *Public Space Prioritization*

The Town will be responsible for implementing a wide range of public improvements. Project priority may change over time due to: funding availability, private development initiatives, Plymouth and Commonwealth potential agreements, and as of yet unknown opportunities. A project like Nelson Park and Beach could quickly move near the top of the list because the availability of a particular funding source may specifically relate to Nelson's goals, design, location and / or special considerations. A level of flexibility must be maintained even during prioritization of improvements.

Based on the information gathered to date, the project's first priority is the downtown core / historic district followed by the less populated outer neighborhood parks. Current project priority is as follows:

1. WATER STREET PROMENADE: The Promenade plan improves the connection between the harbor and Plymouth's waterfront buildings / sites. It sets the stage for enhancing

waterfront activity between State and Town Piers, in particular the proposed marina/new pier plans. This location has by far the highest related private development potential with three large waterfront sites likely to be upgraded.

2. LEYDEN STREET & TOWN SQUARE: The region's oldest street and public place is unmarked and undifferentiated. As the original heart of New England's first European settlement it is of utmost importance to Plymouth from both an economic and historic district perspective. The street and square should be highlighted in an elegant, low key manner.

3. COURT SQUARE WITH BURIAL HILL RAMP/STEPS: The square is an integral part of the Court House redevelopment complex, including the under-utilized town-owned land and buildings behind the court house, plus a number of other potential projects (one soft site, and possible change of use in two other bordering structures). The town is actively working with County officials and sensitive upgrading of the square is important to the area's restoration.

4. JENNEY PARK AND POND: The Jenney area was an important part of early Native American and Pilgrim settlements. It was later at the center of Plymouth's largest industrial area. More recently, the Town Brook area was re-created into a handsome park and waterway. Jenney's success as a family oriented environmental park will encourage visitors and residents to continue past Main and Court Streets toward multiple historic sites and attractions.

5. DEPOT SQUARE: The main entry to town needs help. New, more appropriate signage will help direct visitors to the downtown and the waterfront more efficiently.

6. TOWN PIER: The redevelopment of this area will take a longer time than other sites due, in large part, to existing long-term land leases and the Commonwealth's control of the adjacent DeMarsh State Boat Ramp Parking Lot. But two planned waterfront open spaces and related walkways can be implemented relatively quickly. Plymouth owns most, if not all, of the land where the two public spaces are planned.

7. NELSON PARK AND BEACH: Nelson is one of the lower cost projects and is a straight forward park to build. For these reasons, it could easily rise in priority.

8. STEPHEN'S FIELD: This site offers more than the potential of becoming an excellent public park. It can also be a catalyst to make the neighborhood edge stronger and reduce blight. With town approval, the right developer could build the 26 planned residential units, which would pay for much of the Stephen's Field construction.

9. WATERFRONT WALKWAY: The Waterfront Walkway could be conceived as a single project or more likely constructed in a 'piecemeal' fashion. The beauty of this project is that each of its pieces will be appreciated individually, even more so when the walkway is completed.

114. ***Public Space Furniture The Action Plan recommends using timeless, durable street furniture (like the benches above) and Plymouth's historic light fixtures for the entire public space system.***

## B. *Action Plan Budget Costs*

All project budget cost estimates were calculated in September, 2006 and include survey, design, permitting, bidding and limited construction administration. They were based on Plymouth GIS information and mapping. Relocation of overhead utilities, historic lighting where needed and irrigation costs were not included. The projects are listed as follows:

| | |
|---|---|
| 1. Water Street Promenade | $3,750,000 to $3,950,000 |
| 2. Leyden Street & Town Square | $1,750,000 to $1,950,000 |
| 3. Court Square with Burial Hill Ramp / Steps | $1,200,000 to $1,350,000. |
| 4. Jenney Park | $2,700,000 to $2,950,000. |
| 5. Depot Square | $1,700,000 to $1,950,000 |
| 6. Town Pier | $1,250,000 to $1,400,000 |
| 7. Nelson Park & Beach | $1,150,000 to $1,350,000 |
| 8. Stephen's Field | $2,300,000 to $2,550,000 |
| Subtotal Amount | $15,800,000 to $17,450,000 |
| 9. Harbor Walkway | |
| Northern Section | $0,950,000 to $1,150,000 |
| Southern Section | $1,300,000 to $1,500,000 |
| Subtotal Amount: | $2,250,000 to $2,650,000 |

Total Public Space Action Plan: $18,050,000 to $20,100,000

Note: The Chilton and Brewster Piers' cost is additional with a budget range of $5,850,000 to $6,000,000. Under a separate study, town consultants estimated the proposed marina cost to be in the range of $5,500,000 without dredging.

115. ***Historic Court House Reuse Threatened with demolition, the East Cambridge Riverfront Plan's implementation strategy provided funds for the restoration of historic court house buildings (left and right of center), which are now occupied by private offices and the Multi-Cultural Arts Center. A similar solution could work in Plymouth.***

## C. *Public Improvement Funding Sources*

Plymouth will develop proposals for State, Federal and Foundation funding to implement the public space plan. Major projects have a better chance of funding than small incremental projects, and special town specific legislation may be used as a key funding source. This effort will include a blend of funding from the following sources:

1. BOATING INFRASTRUCTURE GRANT (DFG): Funds available through the Sports-fish Restoration Act are distributed to public marinas to build infrastructure to accommodate transient recreational vessels larger than 26 feet.

2. CHAPTER 90: State funds for local road construction, preservation and improvement projects. The current bill has set a $150 million amount open to all 351 cities and towns.

3. CLEAN VESSEL ACT GRANT PROGRAM (DFG): Program to help build infrastructure of sanitary pump-out stations for boats to improve coastal water quality. Grantees can be harbor-masters or boat yards and marinas.

4. COASTAL ACCESS GRANTS (DEM): Funds program to improve and enhance the public's recreational access to the coast – such as developing a coastal trail, enhancing existing access points, etc.

5. COMMUNITY CAPITAL FUND (DHCD): Provides flexible debt financing of $100,000 - 490,000 to private businesses for acquisition of real estate, construction or rehabilitation, working capital, and refinancing projects.

6. COMMUNITY DEVELOPMENT ACTION GRANTS (DHCD): Program to help stimulate economic development that will leverage private investment. Eligible activities include public improvements of publicly owned properties and land for streets, sidewalks, rail spurs, water and sewer lines.

7. DISTRICT IMPROVEMENT FINANCING: With the approval and review of the Commonwealth, towns may locally establish discreet districts within which any incremental increase in

116. ***Lechmere Canal, Before Construction*** (above) ***In 1977, the East Cambridge canal was in disrepair, polluted, and ignored by the public.***

117. ***Lechmere Canal, After Construction*** (upper right) ***By 1989, using Federal, State, City and private funds, Lechmere Canal was transformed into a dynamic public meeting place with retail, office and residential uses. The entire 40-acre East Cambridge Riverfront Project was based on an urban design plan and site specific architectural guidelines that were faithfully followed. All the pieces worked together as one. In today's dollars, $50 million of public improvements generated $1 billion of private development. The Plymouth Action Plan can and should follow a similar course.***

property tax revenues due to new private development can be specifically dedicated to financing public improvements within the district (as opposed to flowing into the General Fund).

8. DOWNTOWN INITIATIVE (DHCD): Provides direct and indirect assistance on all topics of downtown revitalization, including organizational development, community involvement, economic development, streetscapes and design, public safety, transportation and parking, and housing.

9. FHWA TRANSPORTATION ENHANCEMENT PROGRAM (EOT): Can be used for non-traditional surface transportation projects – including pedestrian and bicycle facilities, bus / trolley shuttles, and acquisition / improvement of scenic / historic sites.

10. FURTHERMORE (The Kaplan Fund): Funds for publications (maps, pamphlets, books, guides, and catalogs, etc.) to expand public interest in the built and natural environment, historic resources and preservation, cultural history, art landscape and design.

11. HISTORIC PRESERVATION FUND – TRIBAL GRANTS: The National Historic Preservation Act of 1966 authorizes grants to federally recognized Indian tribes for cultural and historic preservation projects. These grants assist Indian Tribes, Alaskan Natives, and Native Hawaiian Organizations in protecting and promoting their unique cultural heritage and traditions.

12. LAND AND WATER CONSERVATION FUND (Federal): Provides money for land acquisition and recreational park improvements, including trails.

13. MITIGATION FEES (through local boards): A town may approve the construction of a project with the condition that the developer shall limit the resulting public impact by paying a mitigating fee for new roads, sidewalks, street lighting, etc.

14. NATIONAL HISTORICAL PARK DESIGNATION: There are 17 National Parks in Massachusetts. The two closest to Plymouth are Adams National Historic Park in Quincy and New Bedford Whaling National Historical Park. For NPS designation a property "must meet all four of the following: 1) an outstanding example of a particular type of resource; 2) possesses exceptional value of quality illustrating or interpreting the natural or cultural themes of our Nation's heritage; 3) offers superlative opportunities for recreation for public use and enjoyment, or for scientific study; and 4) retains a high degree of integrity as a true, accurate, and relatively unspoiled example of the resource." It will take a major town effort to gain designation, but the payback will be well worth the effort.

15. NATIONAL RECREATION TRAILS GRANT PROGRAM (EOEA-DCR): Provides funding for a variety of trail protection, construction and stewardship. This national program makes funds available to develop pedestrian and bicycle paths.

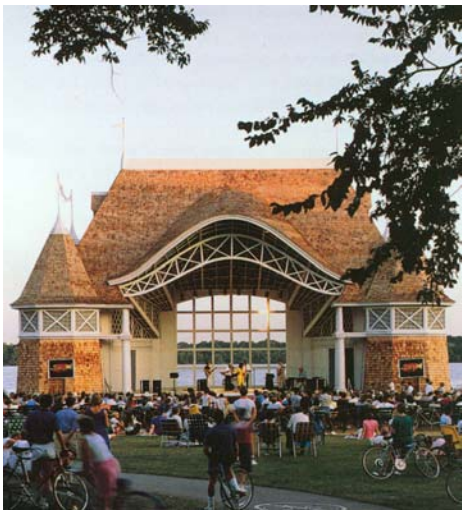
16. NATIONAL PARK SERVICE HISTORIC PRESERVATION GRANTS PROGRAM: Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register, and that contribute to National Register Historic Districts and certain local historic districts. Properties must be income-producing and meet rehabilitation standards set by the Secretary of the Interior.

17. OFF-STREET PARKING PROGRAM (EOAF): Program provides financial assistance in constructing off-street parking facilities – up to 75% of costs (eligibility is limited to CARD / Commercial Area Revitalization Districts).

18. PRESERVATION PROJECTS (Massachusetts Historical Commission): Provides funding for the acquisition, preservation, and rehabilitation of historic properties, landscapes and sites. Eligible properties must be listed in the State Register of Historic Places and be in municipal or private non-profit ownership. Pre-development projects such as feasibility studies, plans and specifications, and historic structures reports are also eligible activities. This is a 50% matching grant program.

118. ***Pilgrim Memorial Plan with Added Performance Stage*** (above) ***The Commonwealth prepared an excellent master plan for Pilgrim Memorial Park in 1995. It included a state visitor center on Cole's Hill, where activity is needed. The park needs a performance stage that can also show movies at night. The proposed park clearing can serve an audience of 1,500.***

119. ***Waterfront Performance Stage As in the example below, a new performance stage can be well integrated into a park setting and, at the same time, reduce its perceived bulk by incorporating a rear window wall.***



19. PWED, PUBLIC WORKS AND ECONOMIC DEVELOPMENT (EOT): Promotes economic development through investments in streets, sidewalks and other infrastructure, including possible trolley / bus shuttle systems.

20. RIVERS AND HARBOR GRANT PROGRAM (DREDGING GRANTS) (EOEA – DCR): Helps towns to address waterways issues. Grants may be used for marina planning and construction, seawall reconstruction, wharfs, piers, and jetties.

21. SAFETEA, SAFE, ACCOUNTABLE, FLEXIBLE, AND EFFICIENT TRANSPORTATION FUNDS: Substantial funding for environmental programs including park / legacy, scenic byways, transit and recreational trails.

22. SMART GROWTH TECHNICAL ASSISTANCE GRANTS (EOEA): Town may apply for $30,000 planning grants for implementation of Smart Growth land use practices from EOEA. [This grant could be used to help plan and rezone for new compact development areas such as Town Pier, Water Street, Court House Square, etc.]

23. URBAN PARK AND RECREATION RECOVERY PROGRAM (Federal): UPARR administers three types of grant assistance. "Rehabilitation" grants assist with the cost of repairing deteriorated recreation facilities. "Innovation" grants assist with

the development and testing of new cost effective ideas and approaches for operations, service delivery, and/or management of recreation programs. "Recovery Action Planning" grants assist with the cost of preparing a 5-year Recovery Action Plan (RAP).

24. URBAN SELF HELP PROGRAM (MA EOEA-DSC): Assists towns to acquire and develop land for parks and outdoor recreation [eligibility: town population > 35,000].

### D. *Implementation of Public Improvements*

All public improvements involving land acquisition, construction of facilities and site improvements will be coordinated and implemented by Plymouth. Where needed, specific operational agreements will be developed as follows:

- The State Department of Environmental Affairs and the State Department of Public Works will work with the Town in finalizing grant agreements and in implementing open space and roadway development.
- The County will work with Town officials on the reuse of the downtown Court House complex.
- Plymouth will oversee development of the open space system, related roadway designs, private development controls, creation of town street and sidewalk amenities, and other administrative affairs. If needed, the Town will oversee site acquisitions for public use.

### E. *Private Improvements*

The construction phasing of private development will generally follow that of the public actions and likely occur where there is the greatest value, along the waterfront and overlooking soon to be renovated open spaces. The projected first phase, 6 private development sites, is in the hands of 5 private landowners. The town owns the eighth development site, which should be used for the Town Museum expansion in order to create a cultural critical mass.

All successfully constructed public-private action/master plans incorporate a professional design review process based on studied town design and architectural guidelines, and design/construction experience. The more specific the guidelines, the more certain developers will quickly understand the kind of buildings desired by the town. Guidelines start generally, becoming very site specific and cover a broad range of issues including: desired uses, image, massing and street-walls, circulation, scale and character, etc. Fortunately, many of these criteria have been studied in the preparation of this report.

# 10 *BENEFITS FROM THE PUBLIC SPACE PLAN*

It is clear that the Action Plan will bring major benefits to Plymouth, giving added life to the Downtown / Harbor District while enhancing a valuable and historic town center. The public and private improvements will also generate economic benefits for the town**.**

Over $140 million dollars worth of new private construction will take place including:

- Construction of up to 225-270 housing units (265,000-340,000 square feet) near the harbor including 22 to 27 affordable units.
- Construction of up to 70,000-87,000 square feet of new office / hotel / retail space.

Although likely plentiful, renovation / restoration construction is not included in the above figures.

120. ***Building Massing/Public Space Study The proper (new or existing) building height, massing, silhouette, architectural character and ground floor activity are all important for adjoining public spaces to be successful. Guidelines should be site specific and a formal detailed design review is essential for short and long-term success. (Carlone study for Parkway Square in Chelsea.)***

These public and private improvements will promote further fiscal and economic benefits:

- Over 700 construction jobs will be created during the development phase.
- Over 300 retail, office, restaurant, and service jobs will be developed.
- Over 400 new downtown residents who will have retail and entertainment needs.
- The economic benefits in general will act as a catalyst for further growth and continuous upgrading over time.

There are several major recommendations that are presently beyond the scope of this report, but need to be seriously considered in future area-wide planning. When undertaken, the following would add greatly to the quality of the plan and its faithful implementation:

- Establish a professional design review process with town design and architectural guidelines as described in the last paragraph of page 74 ;
- Commit to a strong preservation / historic renovation and education program;
- Resolve and implement a small cruise ship destination; and
- Further investigate a ferry service to Boston and / or Provincetown and a town shuttle boat to Plymouth Beach.

The waterfront has always had a special significance for the town dweller. Historically, it has been a center of activity, commerce, meetings, and romance. From the magnificent waterfront plazas to playful harbor lights, cities and towns have treated the waterfront as a ceremonial space. Amsterdam, famous for its canals, magnifies the water's beauty by lighting the outline of its elegantly-curved bridges. It must not be forgotten that the waterfront of Plymouth can also be special.

121. ***Amsterdam The Dutch understand how to take assets like the city's famous canals and bridges and magnify their beauty at night with dramatic lighting techniques. Plymouth can take a similar approach to its harbor area.***

The action plan's strongly pedestrian-oriented open spaces are each unique in shape, function, design and history. All directly relate to and enrich their surroundings. Quality planting, park furniture, paving with stone highlights, and waterfront lighting will also enhance town public space. The scene can be further enriched by the use of coordinated color in awnings, signage, sculpture, and planting. This plan calls for buildings that are sensitive and responsive to Plymouth's historic character and definition of public space.

New and exciting opportunities for Plymouth have been proposed in this plan, but it will take ongoing dedication and coordinated effort to turn the Action Plan into a successful reality. Strategies may shift and other opportunities may appear, but the basic principles of the plan will help Plymouth realize her potential and anchor her place in history.

# *APPENDIX: SELECTED HISTORIC HIGHLIGHTS*

A review of the Town's history contributes to a much better understanding and appreciation of existing Plymouth, the forces that created it and necessary elements in planning for its rejuvenation. This compilation of over 400 years of Plymouth history is an example of available information that can be prepared for new kiosk exhibits, publications, tours and plays.

American children learn of the Pilgrims in school and the story is repeated every Thanksgiving holiday by pageants and television specials. Pilgrim lore attracts just under one million visitors to Plymouth from around the country and Europe, primarily England and Germany. The harbor seems overwhelmed by tourists at times and some residents are tired of the town focus on tourism. Yet it is Plymouth's main industry, and much of the downtown and harbor relies heavily on visiting tourists. Nationally, tourism is the number 1 or 2 industry in 45 States and still growing. It is big business and will realistically remain an integral part of Plymouth life and identity.

A greater encompassing history of what is now Plymouth Downtown / Harbor District is more interesting and varied than generally known, and needs to be incorporated significantly better into the town fabric.

Recent historical research has offered more in-depth information on the Plymouth Indian way of life, and the unique interaction between Pilgrim and Native American. These insights, highlighted in a number of new books, make the overall story a much more fascinating one that needs to be shared with all who visit. Of particular interest is Nathaniel Philbrick's ***Mayflower – A Story of Courage, Community and War***. What is most fascinating pertains to the local Indian culture and its influences on the European settlers at Plymouth.

1. PATUXET

The extent of human activity at the heart of what is today Plymouth is astounding. "Existing archaeological evidence show

habitation of the Plymouth area for at least 8,000 years before the Pilgrims landed. Several prehistoric North American sites have been documented in the areas around Town Brook."[17]

For centuries Indians thrived in this coastal settlement, which centered near Plymouth's Town Brook and its pathway, Nemasket. The trail connected the harbor to their winter quarters in present day Middleboro at Lake Assawompsett, the largest natural body of fresh water in Massachusetts.[18] The Plymouth Indians called their settlement Patuxet, which "sat on a low rise above a small harbor, jigsawed by sandbars."[19] "Dugout canoes made from hollowed-out pine trees plied the waters, which in summer were choked with bluefish and striped bass. The lobsters were so numerous that the Indians plucked them from the shallows of the harbor."[20] "To the west, maize hills marched across the sandy hillocks in parallel rows. Beyond the fields, a mile or more away from the sea, rose a forest of oak, chestnut, and hickory, open and park-like, the under-brush kept sown by expert burning."[21]

"Each village had its own distinct mix of farming and foraging. Although these settlements were permanent, winter and summer alike, they often were not tightly knit entities, with houses and fields in carefully demarcated clusters. Instead people spread themselves through estuaries, sometimes grouping into neighborhoods, sometimes with each family on its own, its maize ground proudly separate."[22]

In 1605, while exploring the coast of present-day New England, Samuel Champlain sketched Patuxet, a community thought at that time to be between one and two thousand people.[23] In 1616 the centuries-old idyllic community began to die. Having had limited contact with Europeans and exposure to their diseases, the Wampanoag, known as the People of the Dawn, were overwhelmed by a European infectious disease, possibly bubonic plague. Within a 3 year period as many as ninety percent of the local Indians perished. The few survivors left Patuxet and took everything including their dwellings with them.[24] "Portions of coastal New England that had once been as densely populated as western Europe were suddenly empty of people, with only the whitened bones of the dead to indicate that a thriving community had once existed along these shores."[25]

2. SEPARATISTS' JOURNEY

During this time, a different contagion was causing increasing

anguish across the ocean. Church of England beliefs and structure were the law, and those who worshipped differently were subject to imprisonment and even execution. Non-conformist Puritans believed "it was necessary to venture back to the absolute beginning of Christianity, before the church had been corrupted by centuries of laxity and abuse, to locate divine truth."[26] The people we know as the Pilgrims were Puritan in spirit but called themselves Separatists. They strongly believed that the Church of England was not the church of Christ and that they needed to "separate" themselves from it.

The Separatists, composed of mostly yeoman and craftsman families,[27] left England in 1607 to worship freely. They first moved to Amsterdam, later relocating to the nearby university city of Leiden [sic],[28] a handsome walled-city of 40,000 inhabitants. "The Pilgrims' move to Leiden was carefully prepared. Their minister John Robinson and about one hundred other Pilgrims requested permission to reside in Leiden, in a document dated February 12, 1609. The city's permission included the famous statement that Leiden refuses no honest people free entry to come live in the city, as long as they behave honestly, and obey all the laws and ordinances, and under those conditions the applicants' arrival here would be pleasing and welcome. The town went further, refusing to cooperate with the request of the English ambassador that the Pilgrims be extradited."[29]

They had managed to establish a strong religious community, but soon realized their status as immigrants meant a life of menial labor and substandard conditions.[30] "As the years of ceaseless labor began to mount and their children began to lose touch with their English ancestry, the Separatists decided it was time to start over again."[31] To live as they wished to live meant building their own English village in the New World.

A number of frustrating, time-consuming false starts led to a very late departure. The Mayflower finally left Plymouth, England on September 6, 1620 with 102 passengers. Only half were Separatists - not even 1/6 of the original Leiden total. The rest were complete strangers. Their journey included terrible storms, great illness, discontent and the "vast and furious sea."[32] Originally planned to land further west at the mouth of the Hudson River (where New Amsterdam would later be settled), it was decided the Mayflower would sail to the closer tip of Cape Cod. It arrived in Provincetown harbor on November 9th.

While searching for the most appropriate settlement site, a discussion ensued which focused on how people of great diversity and disagreement on the voyage could successfully work together and presumably survive. Forty-one males on-board signed the agreement, which became the Mayflower Compact. It stated the new settlers must "become a body politic, using amongst yourselves [sic] civil government… [to] frame such just and equal laws… for the general good of the colony."[33] It was a seminal moment in the American experience.

3. CHOSEN SITE

For six weeks a group of Separatists, crew members and former 'Strangers' searched for a proper village site that could be easily defended and had a protected port, fertile land, a good source of fresh water and no Indians to worry about. On the Mayflower's shallop[34] a scout team visited multiple locations along the beaches of Cape Cod Bay - eventually deciding the very best was where Patuxet had existed only 3 to 4 years before.

Upon first exploring this site, they were amazed to find prepared farm fields with strewn human skeletons, but no signs of live Indians. Fresh water was ample. The port was well protected although somewhat shallow. A nearby hill 135 feet in height would enable their cannons to be more effective than any attacking enemy ship, whose cannons could not reach the planned fortress' height. "And there is a very sweet brook runs under hill-side… where we may harbor our shallops and boats exceedingly well."[35] It seemed an ideal site. The passengers officially landed at New Plimoth on December 21, 1620. "They fell upon their knees and blessed the God of Heaven who had brought them over the vast and furious ocean, and delivered them from all perils, and miseries thereof, again to set their feet on the firm and stable earth, their proper element."[36] Although many were sick and very cold, only 2 had died during the journey. They were totally unprepared for what was to come.

4. MASSASOIT

Initially believing "the first ship they saw for a walking island, the mast to be a tree, the sail white clouds, and the discharging of ordnance for lightning and thunder,"[37] the Indians watched the new visitors walk the dunes. They had known European visitors for over 100 years, and "the Wampanoag, a loose coalition of several dozen villages that controlled most of southeastern Massachusetts … had learned how to manage the European presence. They encouraged the exchange of goods, but would allow their visitors to stay ashore for brief, carefully

controlled excursions."[38] The Indians described Europeans as "Shorter than the natives [and] oddly dressed, the pallid foreigners [having] peculiar blue eyes that peeped out of the masks of bristly, animal-like hair that encased their faces."[39] These pale outsiders were thought to be weak, untrustworthy and very unpleasant in appearance.[40] With this in mind it is easy to understand why the Indians had not allowed the Europeans to stay, but that was about to change.

The 1616-19 plague that had destroyed thousands of New England Indians did not affect all the tribes equally. While the Wampanoag were ravaged by the epidemic, particularly along the coast,[41] their nearby enemy to the west, the 20,000 strong Narragansett, had been surprisingly untouched. The Wampanoag sachem (chief) Massasoit had been the most powerful political and military leader in the region prior to the plague, but his preeminent status was now in question due to reduced forces.[42]

As he watched the European settlers with their guns and cannons begin to build shelters overlooking the harbor, Massasoit surely thought they were foolish to plan to live the upcoming winter directly on the coast. At the same time, he must have begun thinking these new settlers might be part of his own people's survival strategy.

5. PLIMOTH PLANTATION FOUNDING

The Separatist goal to recreate their English village life in the New World quickly met reality upon recognizing they had "almost no relevant experience when it came to carving a settlement out of the American wilderness."[43] Survival in the New World required skills and materials that many of these brave pioneers lacked. With the perceived threat of unknown enemies all around and the oncoming wintry weather, constructing permanent shelters was of the utmost importance.

One of their leaders, Miles Standish, had studied military engineering at the University of Leiden (sic). He understood that the easiest town structure to defend "consisted of a street with parallel alleys and a cross street."[44] This was a timeless defensive solution, similar in structure with Roman settlements in outlying areas of their empire. Standish convinced all that his plan was best. The terrible early winter weather must have helped encourage them to make a quick decision. On December 25th, the new settlers eagerly began framing their first building known as a "common house." It took two weeks to finish the 20 foot by 20

foot structure likely similar to rural English farm cottages.[45] Houses eventually were built defining the "street" which began at Fort Hill (later known as Burial Hill) down to the harbor. We know this street today as Leyden Street, the oldest street in New England. The cross street known as the "highway" probably became Main and Market Streets.[46] The colonists originally planned 19 structures for construction in the first year but as their needs decreased fewer buildings were needed. A surrounding palisade, a huge undertaking to protect them against a rumored Narragansett Indian attack, was completed by March, 1622. The wall, which made the Separatists feel much more secure, was more than a half-mile in length, encircling and enclosing the settlement.[47]

Even though they were now further south than England, the colonists would soon realize that New England winters were far more extreme. Only half of the new settlers survived that first winter, in part by stealing 10 bushels of maize stored in a deserted Indian village. One year later they paid the Cape Cod Indians for the stolen corn. "And sure it was God's good providence that we found this corn," Winslow wrote, "for else we know not how we should have done."[48] Bradford was amazed that so many people had survived the winter torment and years later wrote future generations could rightly say, "Our fathers were Englishmen which came over this great ocean, and were ready to perish in this wilderness; but they cried unto the Lord, and He heard their voice and looked on their adversity."[49]

"Without a plan, they were willing to try just about anything if it meant they might survive their first year. As a result, the [colonists] proved to be more receptive to the new ways of the New World than nearly any English settlers before or since."[50]

6. CONTACT AND ALLIANCE

The Separatists had heard Indian calls in the night in January, and the following month two Wampanoag scouts were seen just across the Town Brook on what is now known as Watson's Hill. Each side gestured to the other to come join them, but neither party was ready to make the first move. Fearing an Indian attack, the settlers decided it was time to remove their cannons from the Mayflower and install them on the hill's platform.[51] Their fears were unfounded.

On March 16, 1621 the colonists saw another Indian on the hill across the brook. With great confidence the Wampanoag began walking down Watson's Hill and across Town Brook in a steady

strong stride. He continued past a number of houses before two colonists made him stop. "Apparently enjoying the fuss he had created, the Indian 'saluted' them and with great enthusiasm spoke the now famous words, 'Welcome, Englishmen!'"[52] The Europeans were stunned that this Native American could speak English. They saw before them "a robust, erect-postured man wearing only a loincloth; his straight black hair was shaved in front but flowed down his shoulders behind… [His name was Samoset and he explained that he] had picked up a few phrases by trading with British"[53] and was sent by sachem Massasoit. Samoset left the next morning but returned a day later with five "tall proper men"[54] for further discussions.

On March 22nd, Samoset returned with other Indians. One of the men was Squanto, who spoke fluent English and Massachusett, the language of Massasoit's tribe. After their preliminary meeting, Massasoit arrived and met with Governor Carver, Bradford and Winslow. As a group they discussed a possible agreement between the English and the Wampanoag. The first peace treaty in America was signed later that day "in the yet-uncompleted Hopkins House on the corner of what is now Main and Leyden streets."[55] Each offered the other protection: "If any did unjustly war against him, we would aid him; if any did war against us, he should aid us."[56] The treaty lasted over 50 years, giving peace and respect to both sides.

The Separatists' first successful harvest of corn, barley [in part to make beer], peas and other foods was highlighted by having "a traditional English harvest festival - a secular celebration that dated back to the Middle Ages in which villagers ate, drank, and played games."[57] The heart of the feast was a week's worth of geese, ducks and turkeys raised by the English.[58] The first Thanksgiving soon became a more communal celebration when Massasoit and a hundred [Wampanoag] arrived at the settlement with five freshly killed deer."[59] In time a true friendship developed between Massasoit and the Separatists Bradford and Winslow.

The festive mood was heightened by the natural beauty of New England in the Fall. Compared to their homeland, the dramatic change of leaf color in America was stunning. They saw for the first time "the incandescent yellows, reds and purples of a New England autumn."[60]

7. HURRICANE, 1635

Just 15 years after the landing, eastern Massachusetts and Rhode

Island Puritan and Indian settlements were hit "with an unprecedented and terrifying tempest that convinced rattled residents the apocalypse was imminent. Their fears of approaching death were reinforced when a lunar eclipse followed the natural disaster."[61] Winds were as high as 130 miles per hour (Category 3) and a very high storm surge created havoc. As William Bradford wrote, "It blew down sundry houses and uncovered others … It blew down many hundred thousands of trees, turning up the stronger by the roots and breaking the higher pine trees off in the middle."[62]

8. CHANGING PROSPECTS: THE SETTLERS

With the peace treaty in place, colonists felt secure to begin moving from their palisade-enclosed community into the surrounding countryside in 1627. Plymouth's population was increasing and, in order to meet each family's desire for land, governing officials granted 20 acres of land for each person: man, woman and child. Since Plymouth families could be large, some of the family farms were expansive. New farms stretched from the Eel River (site of today's Plimoth Plantation Living History Museum) to the south and Duxbury in the north.[63]

Plymouth remained New England's major settlement until 1630, when approximately 1,000 English settlers landed at present-day Boston[64] near the Charles River. Greater change occurred over the next ten years as 21,000 more Puritan immigrants arrived, primarily as a result of the increasingly oppressive religious environment fostered by the King of England and his Archbishop.[65] Although many of these new colonists brought valuable skills and commodities with them, some of the earlier settlers felt the influx was having a harmful impact on Puritan society. More and more, the Separatists' values and discipline seemed to be falling by the wayside. As historian Nathaniel Philbrick describes, Governor Bradford himself lamented that "the spiritual life of Plymouth, along with the colonies of New England, has declined to the point that God must one day show his displeasure."[66]

Economic change was in store as well. The newer colonies envied Plymouth's successful trading posts, which stretched from Connecticut to Maine. Seizing the opportunity for commercial gain new Puritan colonies began their own nearby trading posts, negatively impacting Plymouth profits.[67] Additionally, the larger, more successful Puritan colonies surrounding Plymouth had significantly better financing and a greater level of ambition.[68] The settling of Boston, with its ideal

anchorage conditions, also drew shipping away from Plymouth. In the early 1620's Separatists explored possible settlement sites further north and actually concluded that present-day Boston was a more ideal settlement site. They briefly considered relocating, but given all the work completed in Plymouth they decided to stay put. "To take full advantage of lucrative [European] trade [of New World products and resources], a colony needed a port, and Boston quickly emerged as the economic center of the region. The [Separatists'] decision to remain at their shallow anchorage doomed Plymouth to becoming the poorest of the New England colonies."[69]

9. CHANGING WAYS: NATIVE AMERICANS

By the mid-1600's, "Native Americans had experienced wrenching change, but they also managed to create a new, richly adaptive culture that continued to draw strength from traditional ways. [They] still hunted much as their fathers had done, but instead of bows and arrows they now used the latest flintlock muskets; inside their wigwams made of reed mats and tree bark were English-manufactured chests in which they kept"[70] their valuables.

Despite this ingenuity and ability to adapt, however, the Wampanoag economy dwindled under the harsh conditions of the new social order. The Indians loved European products from knives to guns and buttons to necklaces. However, as their fur industry became over-harvested, "all Indians could use in trade was more and more land."[71] As their domain got smaller and smaller, the Wampanoag and other nearby Indian tribes began to understand the disaster they unwittingly allowed to happen. "The alliance Massasoit negotiated with Plymouth was successful from a Wampanoag perspective, for it helped to hold off the Narragansett. But it was a disaster from the point of view of New England Indian society as a whole, for the alliance ensured the survival of Plymouth colony, which spearheaded the great wave of British immigration to New England."[72] As European colonial society spread inexorably further into the region and pressures on native populations became impossible to ignore, the relationship between the two sides approached the breaking point.

10. KING PHILIP'S WAR

After years of distrust and heavy-handed treatment by the increasingly disdainful English, the Wampanoag and other local tribes felt something had to be done to prevent their beloved cultures and communities from being wiped off the map.

Metacom (the English called him Philip), the son of Massasoit and current sachem of the Wampanoag tribe, insisted that "instead of pressing every advantage until [the English] had completely overwhelmed the Indians, Plymouth officials should honor their colony's obligation to the [Wampanoag] and allow them to exist as autonomous people."[73] Despite these sensible demands the English continued to display a brazen disregard for their neighbors, trampling valuable Indian corn fields with livestock, hunting and fishing in land that was still under native control, and perhaps even plotting the death of Philip's brother, Wamsutta, who became sick and died soon after meeting with the colonists.

As tensions mounted, the inevitable clash erupted in 1675 in Swansea, Massachusetts. The shocking level of violence between the English and various native tribes quickly spread throughout the region from New Hampshire to Connecticut. Interestingly, a number of Native Americans who had been converted to Christianity decided to fight on the side of the colonists and ultimately played a crucial role in the final outcome, tipping the scales in favor of the English.[74] In the end, the colonists were not only far better equipped for warfare but also quicker to embrace the brutal strategies of all-out war. Although both sides were responsible for atrocities, "Historians attribute part of the victory to Indian unwillingness to match the European tactic of massacring whole villages."[75] "The English had to admit that compared to what was typical of European wars, the Indians had conducted themselves with surprising restraint."[76]

The cost in human life was truly staggering. In terms of percentage of New Englanders killed, "King Philip's War was more than twice as bloody as the American Civil War and at least seven times more lethal than the American Revolution."[77] Plymouth County's English male population lost almost 8 percent of its men. Local Indian tribes' losses were higher – at least 25 percent were either killed in battle or died of sickness or starvation in the 14 month war.[78]

For those unfortunate natives who were captured and imprisoned by the English, a miserable life of starvation, disease, and even slavery awaited. After engaging in such a bloody and terrifying war that caused mass-hysteria, many colonists deeply distrusted all Indians, regardless of their stance on the war, and willingly shipped them off to the West Indies for enslavement. This was not the first time the English had used this 'solution'

for a rebellious native population. In Ireland, Wales and Scotland, those who defied English rule were often shipped to the West Indies and subjected to slavery.[79]

In celebration of their victory, the colonists created a gruesome display. After the killing of the Wampanoag sachem, "[Philip's] head was brought into Plymouth in great triumph." The church record states, "he being slain two or three days before, so that in the day of our praises our eyes saw the salvation of God."[80] His head was placed on one of the Fort's palisades and "would remain a fixture in Plymouth for more than two decades, becoming the town's most famous attraction."[81] It should be noted that it was common practice in English society to display the severed heads of people deemed traitors to the Crown.[82]

Although their victory was decisive, the English had to pay more than blood. Nathaniel Philbrick illustrates the lasting economic effects of the war on colonial New England. "Fifty-six years after the sailing of the Mayflower, the [Separatists'] children had not only defeated the [Wampanoag] in a devastating war, they had taken conscious, methodical measures to purge the land of its people," and yet "the war was, at best, a Pyrrhic victory for the colonists. The crushing tax burden required to pay for the conflict stifled the region's economy. Not for another hundred years would the average per capita income in New England return to what it had been before King Philip's War."[83]

11. FIRST CELEBRATION OF LANDING, 1769
The Old Colony Club, the oldest men's club in the country, held the first public celebration of the 1620 Separatist landing at Plymouth. The day of celebration became Forefathers' Day, which is observed every December 21st at Pilgrim Hall.

12. MERCY OTIS WARREN, AUTHOR/ REVOLUTIONARY
In 1753 Mercy Otis Warren (1728-1814) arrived in Plymouth with her husband, James Warren. Both the Warren and Otis families were active politically as Patriots and friends of Abigail and John Adams. Known for her preeminent, three-volume ***History of the Rise, Progress, and Termination of the American Revolution*** (1805), Warren also anonymously published her play ***The Adulateur*** (1772) to much critical praise.[84] There is a fine statue of Mercy Otis Warren in her town of birth, Barnstable, Massachusetts.

13. PLYMOUTH ROCK CELEBRATION, 1774
In ***History of Plymouth*** (1832), author James Thatcher recounts the Plymouth Rock celebration in 1774: "The inhabitants of the town,

animated by the glorious spirit of liberty ...and mindful of the precious relick [sic] of our forefathers, resolved to consecrate the rock on which they landed to the shrine of liberty. The rock was elevated from its bed by means of large screws; and in attempting to mount it on the carriage it split asunder, with any violence. The separation of the rock was construed to be ominous of a division of the British Empire."[85]

14. BLOCKADE REBIRTH, 1783
After Britain's destructive blockade of colonial ports during the American Revolution, the town quickly rebuilt its fleet of fishing and merchant ships, and actually expanded its trade by adding European and American ports to its business.[86]

15. SHIPWRECK, 1788
The worst shipwreck in Plymouth's history began Christmas day, 1778 when the American privateer vessel General Arnold (named for Benedict Arnold, prior to his traitorous turn) was hit by a strong wind and waves, sending her onto the harbor flats and taking on water. As the gale continued it turned into snow blizzard conditions, which began to freeze its crew of 105 men and boys. The storm prevented town residents from reaching the ship until 3 days later when the storm finally subsided. They walked over the iced-in harbor and upon reaching the brig were shocked by what they saw. The boat was 10 feet down into the sand and 70 dead sailors were frozen in a macabre series of postures on the deck. Most were buried on Burial Hill in a mass grave.[87] The Captain, James Magee of Boston, survived reputedly by pouring liquor into his boots, preventing his lower legs from freezing.[88] Years later after retiring a wealthy man, Magee assisted any Arnold survivors in need. Upon his death in 1801, Magee's body was brought to Plymouth where he was buried with his sailors.[89]

16. NAMING THE 'PILGRIMS,' 1798
The first usage of the word 'Pilgrims' as it applied to the 1620 settlers at Plymouth was at the 1798 Forefathers' Day Celebration. As part of the festivities John Davis presented his lyric poem, which expressed the Pilgrims' noble efforts.[90]

17. MAYFLOWER COMPACT RECOGNITION, 1802
John Quincy Adams, future President and son of John Adams, gave the annual Forefather's Day celebration address in Plymouth. Adams focused on the Pilgrim's contribution to American government and looked to the Mayflower Compact as

"the document that foreshadowed the flowering of American democracy."[91] Both father and son were familiar with the Pilgrims' former community of Leiden, which was were John Quincy had been educated during the time his father served as Ambassador to Holland.

18. EMBARGO OF 1807
In order to protect American ships from British and French aggression, President Jefferson imposed a blockade of foreign trade. Lasting a little more than a year, the embargo severely cut into the American shipping industry. When the embargo was lifted, Plymouth once again rebuilt its shipping industry.

19. WAR OF 1812
In less than 30 years, the Nation's ports experienced a 3rd embargo when the War of 1812 broke out. Plymouth's maritime industries would have to be rebuilt yet again.

20. BICENTENNIAL CELEBRATION, 1820
Daniel Webster's keynote speech in celebration of the bicentennial of the Pilgrim's arrival in the New World brought the Pilgrims much national attention. His speech, which "looked to Plymouth Rock as a symbol of imperishable ideals upon which the new nation had been founded,"[92] was widely distributed and added to his growing reputation. Webster's words included: "We have come to this rock …to record here our homage to our Pilgrim Fathers; our sympathy in their sufferings, our gratitude for their labors; our veneration for their piety, and our attachment to those principles of civil and religious liberty which they encountered the dangers of the ocean, the storms of heaven, - disease, exile, famine, - to enjoy and establish."[93]

21. PILGRIM HALL MUSEUM, 1824
Pilgrim Hall is America's oldest continually operating public museum. Built by the Pilgrim Society to display Pilgrim possessions, the building is an excellent example of American Greek Revival architecture.

22. WATERFRONT, 1834
William T. Davis, famed author of the 1883 book, ***Ancient Landmarks of Plymouth***, could remember an active waterfront as far back as 1834, where there were "prosperous fishing and whaling industries, shipments to and from the West Indies, imports of salt from Cadiz, and iron bars from Gothenburg … [for] the iron works of Plymouth, Carver and Wareham."[94]

"Industries related to boatbuilding, shipping and fishing lined Water Street and occupied the wharves, warehouses and neighborhood near Plymouth Harbor. There were lumber and coal yards, iron foundries and forges, blacksmith shops, sailmakers, a pump and blockmaker's shop, coopers, riggers, caulkers and gravers, shipwrights, ship carpenters, a ship carver, and numerous counting houses (accounting offices)."[95]

23. EMERSON-JACKSON WEDDING, 1835

The American poet, essayist, philosopher and orator Ralph Waldo Emerson married Plymouth's own Lydia Jackson in the Winslow House on North Street overlooking the harbor in 1835.[96] Emerson is particularly known for his writings including ***Nature***, ***The American Scholar*** and ***The Divinity School Address***, all of which focused on the need for self-reliance. He heralded the Transcendental Movement and influenced Thoreau, Alcott and Margaret Fuller. Emerson's quotations cover a wide range of interest and mood. The famous quote, "Every great and commanding movement in the annals of the world is a triumph of enthusiasm" is attributed to him.[97]

24. DE TOCQUEVILLE PERSPECTIVE, 1835

Alexis de Tocqueville, the French traveler and respected commentator wrote in ***Democracy in America,*** "This rock has become an object of veneration in the United States. I have seen bits of it carefully preserved in several towns in the Union. Here is a stone which the feet of a few outcasts pressed for an instant; and the stone becomes famous; it is treasured by a great nation; its very dust is shared as a relic."[98]

25. INDUSTRIAL PLYMOUTH

From the very beginning, Town Brook was the source of energy for the colonist settlement's gristmills and sawmills. Industry grew significantly in the 17th and 18th centuries. At its peak Plymouth had 27 factories, which manufactured a wide range of products including: insulated wire; cotton and wool fabrics; zinc, copper and brass utensils; stoves, iron pots and kettles; rivets, nails, tacks and machine parts; hammers; woven house and rubber; straw hats; carriages; cooperage and wooden boxes; and boots and shoes. North Plymouth also had the largest rope manufactory in the world.[99] Much of the industrial activity continued along Town Brook, the waterfront and the railroad tracks. As elsewhere in New England, the early to mid-1900's saw many industries moving to other parts of the country where land, taxes and labor were less costly.

26. RAILROAD TOWN, 1845-1959
The arrival of the railroad in 1845, with its direct connection to Boston, gradually led Plymouth further away from maritime shipping and more toward ground transport. By 1920, most materials arrived by railroad.[100] Due perhaps to the upcoming construction of Route 3, the emergence of the automobile, the influence of Urban Renewal, and / or the lack of train commuters to downtown Boston, the downtown railroad station was closed and its tracks silenced.

27. MERCY B. JACKSON, M.D., EARLY FEMINIST
Mrs. Jackson (1802-1877) moved to 6 North Street with her husband in 1833. She questioned standard medical practice after burying five of her children and first husband, and began studying "the new and more gently therapeutic system of homeopathic medicine." "Feeling a need for more formal training and inspired by the struggle of Elizabeth Blackwell (1821-1910), who earned the first medical degree granted to a woman (Geneva Medial College, 1849), Mercy – then in her late fifties – graduated from Boston's New England Female College (now Boston University College of Medicine) in 1860."[101] After years helping women patients heal from their diseases, she "battled for women's rights in articles for Lucy Stone's feminist publication, ***The Woman's Journal."***[102]

28. WATERFRONT, 1850-1900
Although the fishing and shipping industries remained strong up to the 1860's, the new national focus on building the great clipper-ships (1840-1870) did not come to Plymouth. The harbor "lacked the deep water needed to launch the 2000-4000 ton extreme clippers … to race across the seas."[103] Although the harbor was still active up until 1900, shipping gradually was replaced by manufacturing in town importance.

29. TRANSFORMATIONS OF TOWN BROOK
Today Town Brook, surrounded by Brewster Gardens, is a beautiful town oasis below the traffic and activity of Main Street Extension. It is easy to imagine the Pilgrims and Indians living beside the brook as we know it today, but Town Brook has had multiple environmental changes in its history. Initially, it was the primary water and energy-source for early industry. As manufacturing industries flourished there was a greater need for water, leading to a damming of the brook into a pond completely surrounded by structures. With increased industrial waste entering the pond, the water became more and more polluted.

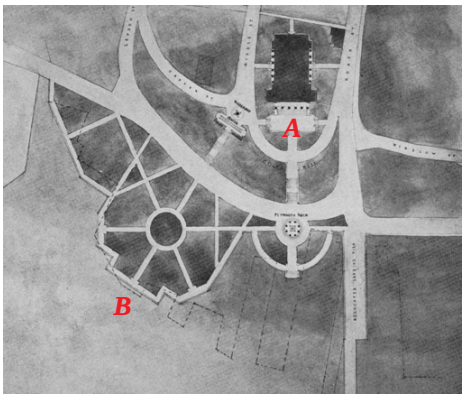
As industry relocated to other parts of the country and their structures demolished, the fetid pond was filled in to become Brewster Gardens in 1924.[104]

30. FOREFATHERS' MONUMENT, 1889
Separate from the main historic district and usually overlooked by visitors, this 11-acre site is a feature of Pilgrim Memorial State Park. It is home to an impressive 81 foot, granite monument that memorializes a Victorian era interpretation of the pursuits that motivated the pilgrims to leave England and start their own colony.[105]

31. TERCENTENARY CELEBRATION, 1920-1921
The 300th anniversary of the Pilgrim landing was an impressive event, especially for the 13,045 town residents. Governor Calvin Coolidge spoke on Forefather's Day, 1920. The waterfront's somewhat derelict wharves and buildings, the most active part of town until the arrival of the railroad, were demolished for a naturalistic park setting then assumed to be what the Pilgrims first experienced. The new public space served as the performing stage for a "grand pageant, ***The Pilgrim Spirit***, which was performed a dozen times"[106] with a cast of 1,300 for large audiences on the sloping side of Cole's Hill and on bleachers around the stage. The theater location was transformed into today's Pilgrim Memorial State Park.

Other events took place as well. The Harlow House (1667) was first opened to the public. ***Pilgrim Progress*** was re-enacted numerous times. An Indian Village at Little Pond (Morton Park), including Passamaquoddy Indians from Maine, was a particular hit with visitors. The Massasoit statue was unveiled and the nearby Pilgrim Sarcophagus was dedicated. The final event was the new Plymouth Rock portico's public dedication.[107] Benefactors included the Pilgrim Society, The Massachusetts Sons of the American Revolution, Order of Red Men and Daughters of Pocahontas, General Society of Mayflower Descendants, and the National Society of Colonial Dames.[108] Earlier plans were even more exciting.

Prior to World War I (1914-1918), the City Beautiful Movement was very strong in America. During this time the great World Fairs took place on American soil. Of particular note were the 1893 World's Columbian Exposition in Chicago, the Louisiana Purchase Exposition (100th Anniversary) in Saint Louis in 1904 and the Panama Pacific International Exposition in San Francisco in 1915. These grand creations were of large classical buildings




122. ***Waterfront and Cole's Hill Plan, 1916*** (above) This proposal envisioned a Washington D.C.-scaled Memorial Hall (A) on Cole's Hill with a French Landscape-style public space (B) built into the harbor below. The building's implementation would have required the removal and/or relocation of ten buildings, many historic, on North, Carver and Middle Streets.

123. ***Perspective View of Proposed Memorial, 1916*** (right) The building's grandness is more obvious in this three-dimensional view. One side of North Street's existing houses are visible on the far right and the existing Gothic-style structure on Carver Street is to the left. Plymouth Rock was to be housed in the circular structure, reminiscent of small Greek and Roman temples. Note the proposed seawall with its steps coming down to a changing water level.

124. ***Interior of Proposed Memorial, 1916*** (above) The interior's scale and height would have had a powerful and memorable impact on its audience of 1,000 guests. The proposed building's classical detail and architectural modulation would have helped relate it to other important national monuments. Ten years later, a more appropriately-scaled Memorial Hall was completed on Court Street.

defining major public spaces and were a huge success with the American public. In 1901, the return of the Washington DC Mall to the original plan by Pierre Charles L'Enfant and George Washington was largely due to City Beautiful Movement leaders' influence.[109]

In the spirit of these "grand" building and landscape designs, the celebration strategy explored alternatives for Plymouth (see figures 122-124) and Boston in 1916. A Cultural Exposition was proposed for one of six different Boston sites, one of which was a dramatic 'City of Arts' to be built on a man-made island in the Charles River between MIT and the Back Bay. Unfortunately, none were built.

32. MAYFLOWER II JOURNEY, 1957

The ***Mayflower II***, a faithful replica of the original Jacobean era ***Mayflower***, was built at Upham Shipyard in Brixham, Devon in England.[110] Viewed as a symbol of friendship between the two countries, private British donations and the Plimoth Plantation (founded in 1947) financed its construction and journey to America. While traveling on its maiden voyage across the Atlantic in 1957, the ***Mayflower II*** and its crew experienced similar dangerous ocean storms as the Pilgrims had in their journey. "Toward the end of the [1957] voyage, a storm set in forcing [Captain] Villiers to do as Master Jones [captain of the Mayflower] had done 337 years before. As the motion of the ship in the giant waves become intolerable, he decided he had no option but to lie ahull [sic]. The sails were furled, and everything on deck was tied down. Then, with considerable trepidation, Villiers ordered that the helm be secured to leeward.

'This was the crucial test,' Villiers wrote. 'Would she lie that way, more or less quietly, with the windage [sic] of the high poop keeping her shoulder to the sea? Or would she just wallow hopelessly in the great troughs, threatening to throw her masts out? We didn't know. No one had tried the maneuver in a ship like that for maybe two centuries.'" "As soon as the ship's bow swung into the wind, a remarkable change came over the ship. Almost perfectly balanced, the ***Mayflower II*** sat like a contented duck amid the uproar of the storm."[111]

33. PROTEST, 1970
On Thanksgiving 1970 (350th anniversary of ***Mayflower*** landing), Native American activists seized ***Mayflower II*** in protest.

34. POPULATION GROWTH, 1970-2000
The town's population exploded from 18,615 in 1970 to an estimated 54,000 in 2000, due in part to the availability of relatively inexpensive land and Route 3's construction. In that 30 year period, Plymouth went largely from an active mixed-use Downtown / Harbor with surrounding residential neighborhoods and small, separate village centers to a mostly suburban community with a Downtown / Harbor that almost exclusively serves tourists. In the 50 year period between 1920 and 1970, Plymouth gained 5,570 new residents or 111 residents per year. Conversely, in the 30 year period between 1970 and 2000, the town gained an estimated 35,385 new residents or 1,180 new residents a year – almost all in the countryside. Its Downtown / Harbor has become less of a weekly destination for the average town resident.

35. WAMPANOAG TRIBE RECOGNITION, 2007
After 32 years of struggle, the Mashpee Wampanoag were recognized by the U.S. Department of Interior's Bureau of Indian Affairs as a sovereign American Indian nation.[112]

36. FUTURE QUADRACENTENNIAL CELEBRATION, 2020
The Action Plan's implementation of public spaces and adjoining private improvements will establish a stronger and more interesting town structure providing a handsome setting for the 400th year celebration of the landing. The Quadracentennial's related physical development should be designed to become an integral, permanent part of Plymouth life.

# *Notes*

1. Introduction and Executive Summary
[1] Project Description, Town of Plymouth, July 6, 2005
[2] Ibid

2. Issues and Observations
[3] Pilgrim Memorial State Park, Commonwealth of Massachusetts, Department of Conservation and Recreation, <http://www.mass.gov/dcr/parks/southeast/plgm.htm>
[4] Town of Plymouth et. al., *Town Square A Walk Through History* (Tour map with notes)
[5] GATHA, Bus Service Schedule, Effective November 15, 2003

3. Pressures for Change

4. Key Opportunities
[6] Criteria for Parklands, National Park Service, U.S. Department of the Interior, <http://www.nps.gov/legacy/criteria.html>

5. Historic Themes

6. Real Estate Economics and Recommendations

7. Town Design Framework
[7] Plymouth Historical Alliance, Pilgrim Path a Walk Through History (Tour Guide Map & Notes)
[8] Jabez Howland House – 1667, South Shore Back Roads, <http://www.southshorebackroads.org/howland.htm>
[9] Plymouth Historical Alliance, Pilgrim Path a Walk Through History (Tour Guide Map & Notes)
[10] ibid
[11] ibid
[12] ibid

8. Public Space Design
[13] Town of Plymouth et. al., *Town Square A Walk Through History*
[14] David Gould, *Conceptual Ideas for Jenney Park*, undated
[15] James W. Baker, *Plymouth,* Images of America, Arcadia, Charleston, 2004, p. 64
[16] Discussion with James W. and Peggy M. Baker, Pilgrim Hall, December 16, 2005

9. Plan Implementation

10. Benefits from the Public Space Plan

Appendix: Selected Historic Highlights

[17] National Register of Historic Places (Continuation Sheet); *Town Brook Historic and Architectural District*, Plymouth, MA; p. 11; Section Number 8; 1995

[18] Pilgrim Hall Museum, *On the Waterfront: Plymouth's Maritime History*, <http://www.pilgrimhall.org/Waterfront1.htm>, p. 1

[19] Charles C. Mann, *1491: New Revelations of the Americas before Columbus*, Knopf, New York, 2005, pp.39-40

[20] Nathaniel Philbrick, *Mayflower: A Story of Courage, Community, and War*, Viking Penguin, New York, 2006, p. 79

[21] Charles C. Mann, *1491: New Revelations of the Americas before Columbus*, Knopf, New York, 2005, pp.39-40

[22] Mann, *1491: New Revelations of the Americas before Columbus*, p. 39

[23] Nathaniel Philbrick, *Mayflower: A Story of Courage, Community, and War*, Viking Penguin, New York, 2006, p. 79

[24] Philbrick, pp. 48 and 79

[25] Philbrick, p. 48

[26] Philbrick, p. 8

[27] As told to me by Plymouth historian, James W. Baker, March 23, 2007

[28] Leiden is also the birthplace of Rembrandt

[29] Leiden American Pilgrim Museum, < http://www.pilgrimhall.org/LeidenInfo.htm>, Netherlands

[30] As told to me by James W. Baker

[31] Philbrick, p. 17

[32] Philbrick, p. 47

[33] *Mayflower Compact*, as quoted by Philbrick, p 41

[34] A small open boat that can either be rowed or sailed

[35] Anonymous, *Mourt's Relation*, Journal, 1621, as quoted in Plymouth Rock – History and Significance, p. 3

[36] William Bradford, *Of Plymouth Plantation*, edited by Samuel Eliot Morison, as quoted by Philbrick, p. 47

[37] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. 49

[38] Mann, *1491: New Revelations of the Americas before Columbus*, pp. 31-2

[39] Mann, p. 31

[40] Mann, p. 46

[41] As told to me by James W. Baker

[42] Philbrick, pp. 48-9

[43] Philbrick, pp. 5-7

[44] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. 84

[45] Philbrick, pp. 81-2

[46] Philbrick, p. 84

[47] Philbrick, p. 127

[48] Mann, *1491: NewRevelations of the Americas before Columbus*, p. 51

[49] William Bradford, *Of Plymouth Plantation*, edited by Samuel Eliot Morison, as quoted by Philbrick, p. 46

[50] Philbrick, p. 64

[51] Philbrick, p. 90-1
[52] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. 92
[53] Mann, *1491: New Revelations of the Americas before Columbus*, p. 32
[54] Words of colonist Edward Winslow as quoted by Mann, p. 32
[55] As told to me by James W. Baker
[56] Peace Treaty at Watson's Hill, March 22, 1621, as quoted by Philbrick, p.99
[57] Philbrick, p. 117
[58] As told to me by James W. Baker
[59] Ibid, p. 117
[60] Ibid, p. 118
[61] *Roaring Hurricane Put the Colonies to the Test in 1635*, Boston Globe, November 23, 2006, p. A27
[62] Ibid
[63] Discussion with James W. and Peggy M. Baker, Pilgrim Hall, December 16, 2005
[64] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. 161
[65] Philbrick, p. 173
[66] Ibid, p. 198
[67] Ibid, p. 168
[68] Ibid, pp. 173-5
[69] Ibid, p. 199
[70] Philbrick, *Mayflower: A Story of Courage, Community, and War*, pp. 190-1
[71] Philbrick, p. 169
[72] Mann, *1491: New Revelations of the Americas before Columbus*, p. 35
[73] Philbrick, p. 215
[74] King Philip's War: The Causes, Pilgrim Hall Museum, Website
[75] Mann, p. 61
[76] Philbrick, p. 320
[77] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. xv
[78] Ibid, p. 332
[79] Ibid, p. 253
[80] Words by Pastor John Cotton, August 17, 1676, as quoted in Philbrick, p. 338
[81] Philbrick, p. 338
[82] As told to me by James W. Baker
[83] Philbrick, pp.345-346
[84] Mercy Otis Warren, Massachusetts Historical Society, <http://www.masshist.org/bh/mercybio.html>, 2003
[85] James Thatcher, *History of Plymouth*, 1832 as quoted in Plymouth Rock – History and Significance, p. 7
[86] On the Waterfront: Plymouth's Maritime History, Pilgrim Hall, <http://www.pilgrimhall.org/Waterfront1.htm>, p. 3
[87] The Wreck of the General Arnold, 1788, Pilgrim Hall Museum, <http://www.pilgrimhall.org/Rev7.htm>
[88] As told to me by Lee Regan, Plymouth Collection, Plymouth Public Library, July 5, 2006

[89] A "Revolutionary" Irishman!, Pilgrim Hall Museum, <http://www.pilgrimhall.org/magee.htm>
[90] Rose T. Briggs, *Plymouth Rock – History and Significance,* Rogers Print & Design, *Plymouth,* 2000, p. 14
[91] Philbrick, *Mayflower: A Story of Courage, Community, and War*, p. 352
[92] Philbrick, p. 352
[93] The Writings and Speeches of Daniel Webster, vol. 1, p.183 as quoted by Briggs, p. 15
[94] Briggs, *Plymouth Rock – History and Significance,* p. 17
[95] On the Waterfront: Plymouth's Maritime History, Pilgrim Hall, <http://www.pilgrimhall.org/Waterfront1.htm>, p. 4
[96] As told to me by Lee Regan, Plymouth Collection, Plymouth Public Library, July 5, 2006
[97] Ralph Waldo Emerson, Elibron Quotations, <http://www.elibronquotations.com/search.phtml?keyword=Ralph+Waldo+Emerson&x=33&y=7>
[98] Briggs, *Plymouth Rock – History and Significance*, p. 15
[99] Baker, James W., *Plymouth*, Arcadia, Charleston, 2004, pp. 17-30
[100] Baker, James W., *Plymouth Labor and Leisure*, Arcadia, Charleston, 2005, pp. 49-60
[101] Port, Jane, Curator, *Mercy B. Jackson, M.D. (1802-1877): A Pioneering Woman*, Pilgrim Hall, <http://pilgrimhall.org/MedsMercyBJackson.htm>
[102] Ibid
[103] Ibid, p. 4
[104] As told to me by James W. Baker
[105] Pilgrim Memorial State Park, Commonwealth of Massachusetts, Department of Conservation and Recreation, <http://www.mass.gov/dcr/parks/southeast/plgm.htm>
[106] J. Chaffee, et. al., *Beyond Plymouth Rock: America's Hometown in the 20th Century*, Volume I – Ties That Bind, The Plymouth Public Library Corp., Plymouth, MA, 2002, pp. 92-96
[107] Ibid
[108] Ibid, p. 92
[109] Peter Hall, *Cities of Tomorrow*, Blackwell Publishers Inc, Oxford, UK, 1997, pp. 175-178
[110] As told to me by James W. Baker
[111] Philbrick, *Mayflower: A Story of Courage, Community, and War*, pp. 31-2
[112] David Weber, *Mashpee Wampanoag Indians Receive Federal Recognition*, Boston Globe, Feb. 15, 2007

# *BIBLIOGRAPHY*

Baker, James W. ***Plymouth,*** Images of America, Arcadia Publishing, Charleston SC, Chicago IL, Portsmouth NH, San Francisco, CA, 2002

Baker, James W. ***Plymouth Labor and Leisure,*** Images of America, Arcadia Publishing, Charleston SC, Chicago IL, Portsmouth NH, San Francisco, CA, 2005

Briggs, Rose T. ***Plymouth Rock – History and Significance,*** Rogers Print & Design, Plymouth, 2000

Bruchac, M., Coombs, L., Foxx, M., Kemp, J., Lester, J., Philbrick, N., and Salisbury, N. ***Telling History: Including Indigenous Voices,*** Discussion, Plimoth Plantation and University of Massachusetts - Boston, October 10, 2006

Chaffee, J., Ennis, W., Goldstein, K., LaRosa, S., Ness B., and Regan, L. eds., ***Beyond Plymouth Rock: America's Hometown in the 20th Century***, Volume I – Ties That Bind, The Plymouth Public Library Corp., Plymouth, MA, 2002

Cronon, William. ***Changes in the Land: Indians, Colonists, and the Ecology of New England***, Hill and Wang, New York, 1983

Hall, Peter. ***Cities of Tomorrow: An Intellectual History of Urban Planning and Design in the Twentieth Century***, Blackwell Publishers Ltd, Oxford, United Kingdom, 1996

Coombs, Linda. ***The Wampanoag Language Reclamation Project***, Plimoth Life, Volume 5, Number 1, 2006

Mann, Charles C. ***1491: New Revelations of the Americas before Columbus***, Knopf, New York, 2005

Philbrick, Nathaniel. ***Mayflower: A Story of Courage, Community, and War***, Viking Penguin, New York, 2006

Plymouth Center Task Force, ***Downtown Village Center/Waterfront Area Master Plan***, Plymouth, Massachusetts, Spring 2004

Pilgrim Hall Museum, ***Multiple Websites,*** <http://www.pilgrimhall.org/plgrmhll.htm>, Plymouth, MA, 2002

Pilgrim Tercentenary Commission. ***Report of the Pilgrim Tercentenary Commission***, Wright & Potter Printing Company, Boston, 1917

Seed, Patricia. ***Possession in Europe's Conquest of the New World 1492-1640***, Cambridge University Press, Cambridge, United Kingdom, 1995

Shorto, Russell. ***The Island at the Center of the World – The Epic Story of Dutch Manhattan and the Forgotten Colony that Shaped America***, Vintage, New York, 2004

# *ILLUSTRATION & PHOTOGRAPH CREDITS*

The Consultant team prepared the greater part of the Action Plan illustrations and photographic images. Nearly one-third of the photographs and some illustrations were from other sources. The appropriate figure numbers are as follows:

James W. Baker's ***Plymouth,*** Images of America and ***Plymouth Labor and Leisure,*** Images of America 8, 58, 62, 67, 69, 82, 86-7, 94.

Bonifatius Stirnberg's ***Plastiken Fur Die Stadt*** 47.

Boston Globe 91.

Cambridge Historic Commission 57.

Charles River Conservancy 45, 63.

Country Casual Catalogue 114.

Jerry Howard 117.

Landslides 41.

The Martin Collection 21.

Pilgrim Tercentenary Commission 122-124.

Plimoth Plantation 23, 74.

Plymouth Farmers' Market / Dean Rizzo 108.

Roll, Barresi & Associates / Greg Premru 56.

Larry Rosenblum 7.

ULI / George Heinrich 119.

ULI's ***Great Planned Communities*** 31.

Unknown 2, 72, 90, 92.

Windows <http: / / local.live.com / > 18, 30, 54, 79, 88, 98.

“A SOCIETY GROWS GREAT
WHEN ITS PEOPLE GROW TREES
WHOSE SHADE
THEY SHALL NEVER SIT IN.”
Old Proverb